PA 8530—Strategic Planning and Performance Measurement
Fall (2T) 2010

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COURSE INTRODUCTION/OVERVIEW

The last decade has seen a major transformation in governance, both in the U.S. and around the world. In this country, management reform and performance improvement have been the focus of federal, state, and local government officials. Downsizing, privatization, and contracting-out have become commonplace. Since 2008, state and local governments have experienced substantial declines in revenue and increasing pressures to do more with less.

Across all levels of government, new management tools have been employed to enhance performance and accountability. Revolutionary changes in information technology have changed the way government does business and raised new questions about privacy and security. Even more dramatic are international reform efforts; Britain, Canada, Australia, New Zealand and Korea are among the pace-setters in new governance. Increasing reliance on nonprofits, NGOs, and public-private partnerships has increased the performance imperative for these organizations. Like their public sector counterparts, nonprofit organizations have adopted a variety of new managerial tools. Tools such as strategic planning, performance measurement and budgeting, and e-government have been widely adopted to improve performance.

In keeping with the new emphasis on performance, we first develop a strategic perspective for managing the public service organization. Then, we turn to the tools and methods of strategic planning, including environmental scanning, organizational assessment, visioning and goal setting. Next, we apply a strategic management perspective to key elements of organizational performance, including the strategic management of people, information, and money. Finally, we take up tools for measuring organizational performance and using information to improve results.

This course is designed to allow students to develop knowledge about the major concepts and tools of strategic planning, strategic management, and performance measurement and to prepare them to make use of these tools in a variety of organizational settings. Several methods will be used to facilitate learning of course material. The first method, which will carry through the semester, provides students with a foundation of conceptual, theoretical, and applied knowledge through readings, lectures, in-class discussion and

dialogue, and case studies. The second involves an applied team research project utilizing specific tools and methods discussed in class. Finally, we will carry out a simulation in which students will serve as "members" of a strategic management group for the public or nonprofit organization.

TEXTS

John M. Bryson. <u>Strategic Planning for Public and Non-Profit Organizations</u>. San Francisco:
Jossey-Bass, 2004.

Martin Cole and Greg Parston. <u>Unlocking Public Value</u>. Hoboken, NJ: John Wiley and Sons, Inc., 2006.

William Eggers. <u>Government 2.0</u>.New York: Rowman and Littlefield, 2007.

Jonathan Walters. <u>Measuring Up 2.0: Governing's Guide to Performance Management for Geniuses [and Other Public Managers]</u>. Washington, D.C.: Governing Books, 2007.

Blackboard Readings (Articles and Case Studies)

COURSE REQUIREMENTS/GRADING

Strategic Organizational Analysis	60%
Strategy Simulation	15%
Case Study Papers (3)	15%
Class Participation	10%

Each required activity or product will be graded on a 100 point scale. In calculating the final grade, scores on each assignment will be weighted as shown above, so that the final grade will also be on a 100 point scale with 90 and above = A, 80-89 = B, and 70-79 = C. Scores below 70 are considered failing.

Details about the team project, strategic planning simulation, case study papers, and other requirements will be provided in class. It is expected that assignments will be handed in on the due date or earlier. Late work will be marked down the equivalent of at least one letter grade (10 points). Incompletes will be granted without penalty only in the case of documented emergencies or other special circumstances. Plagiarism or other forms of academic dishonesty will be subject to all the sanctions permitted under MU guidelines, including the assignment of a failing grade for the class as a whole.

Please Note: *If you anticipate barriers related to the format or requirements of this course, if you have emergency medical information to share with me, or if you need to make arrangements in case the building must be evacuated, please let me know as soon as possible.*

*If disability related accommodations are necessary (for example, a note taker, extended time on exams, captioning), please register with the Office of Disability Services (*http://disabilityservices.missouri.edu*), S5 Memorial Union, 882-4696, and then notify me of your eligibility for reasonable accommodations. For other MU resources for students with disabilities, click on "Disability Resources" on the MU homepage.*

SCHEDULE OF TOPICS/ASSIGNMENTS

1
(10/19)

COURSE OVERVIEW/ORIENTATION

- Course introduction and overview
- New landscape of governance and public service
- Performance in the public service
- Public Sector bottom-line: creating public value

Readings

Cole and Parston, Unlocking Public Value, pp. 1-42

2
(10/26)

STRATEGY AND ORGANIZATIONAL LEADERSHIP

- Nature of strategy
- Organizational foundations of strategy and strategic management
- Role of leadership in strategic management

Readings

Nutt and Backoff, "The Need for Strategic Management"

Nutt, "Transforming Public Organizations"

Boyne et al, "Strategy Content"

Case Study

"Ellen Schall and the Department of Juvenile Justice"

3

(11/2)

STRATEGIC PLANNING: TOOLS AND METHODS I

- Rationale for planning

- Strategy change cycle
- Understanding the strategic environment (mission, mandates, stakeholders, and SWOTs)
- Strategic Planning Simulation I

Readings

Bryson. Strategic Planning, pp. 1-152

Berry and Wechsler, "State Agencies Experience With Strategic Planning"

Streib and Poister, "Strategic Planning in Municipal Government"

Stone, "Research on Strategic Management in Nonprofit Organizations."

Case Study

"Commute Partnerships"

4
(11/9)

STRATEGIC PLANNING TOOLS AND METHODS II

- Scenarios for planning
- Managing the strategic agenda (strategic vision, issues, formulation, and implementation)
- Strategic Planning Simulation II

Readings

Bryson, Strategic Planning, pp. 153-292

Godet, The Art of Scenarios

Lipton, "Demystifying the Development of Organizational Vision"

Case Study

"Improving Services to Missouri's Children and Reforming the System"

5	STRATEGIC MANAGEMENT OF PEOPLE, INFORMATION, AND MONEY I
(11/16)	

- Strategic HRM
    - Workforce planning
    - Strategy-focused HRM
- Strategic Budgeting
    - Budgeting and strategic trade-offs
    - Linking strategy and budgeting
    - Budget formats for planning and measurement

Readings

Lengnick-Hall, et al. "Strategic Human Resource Management: The Evolution of the Field."

Clardy, "The Strategic role of Human Resource Development"

Tompkins, "Strategic Human Resources Management in Government: Unresolved Issues."

Soni, "From Crisis to Opportunity: Human Resources Challenges for the 21st Century"

Schick, "The Road to PPB: The Stages of Budget Reform."

McNab and Melese, "Implementing the GPRA: Examining the Prospects for Performance Budgeting in the Federal Government."

6	STRATEGIC MANAGEMENT OF PEOPLE, INFORMATION,
(11/23)	MONEY II

- Strategic management of information
    - Using IT to improve performance and accountability
    - Privacy and security

Readings

Eggers, Government 2.0, pp. 1-101 and pp. 183-244

Layne and Lee, "Developing Fully Functional E-Government."

Goldfinch, Pessimism, Computer Failure and Information Systems Development in the Public Sector."

7
(11/30)
MEASURING ORGANIZATIONAL PERFORMANCE I

- ■ Rationale for performance measurement
- ■ The performance measurement process

Readings

Walters, Measuring Up 2.0, pp. 1-88

Cole and Parston, Unlocking Public Value, pp. 43-109

DeLancer Julnes, "Performance Measurement"

Sowa, "No Longer Unmeasurable? A Multidisciplinary Integrated Model of Nonprofit Organizational Effectiveness."

Case Study

"California Adoption Assistance Program"

8
(12/7)
MEASURING ORGANIZATIONAL PERFORMANCE II

- ■ Using performance measurement and benchmarking in strategic management
- ■ Strategic Planning Simulation III

Readings

Cole and Parston, Unlocking Public Value, pp. 111-167

Nicholson-Crotty, "Disparate Measures: Public Managers and Performance Measurement Strategies"

Heinrich, "Outcomes-Based Performance Management"

Dluhy and Swartz, "Community Indicators"

van Thiel and Leeuw, "The Performance Paradox in the Public Sector"

Case Study

"Oregon Benchmarks Program: The Challenge of Restoring Political Support"

9 (12/14)	PERFORMANCE MEASUREMENT III COURSE WRAP-UP

- Strategic Planning Simulation IV
- Review and summary: A Few "Big Ideas"
- Project Presentations