

PLS 517—Strategic Planning and Management.

Examines the theoretical and practical approaches to conducting strategic planning and management in public and non-profit organizations.

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Office hours---Monday 3-6 pm

Course Goals:

- To understand the social, political, and economic environment which managers need to master to be successful
- To develop the skill to connect strategic planning with performance results
- To master the ability to benchmark and re-engineer an organization (best practice)
- To improve your ability to present results to the community
- To understand basic financial management systems and their importance

Course Grade:

- Weekly assignments 60%. Final Presentation 30%. Participation and contributions to class 10%

Class attendance policy. Absolutely no more than 2 absences. Request for absence can be done ahead of time with reasons.

Final presentation: Limit 10 slides.

Pick either public or private organization. It should not be your agency if you are working.

Background and history

Give mission. Has it changed?

Size of staff, FTEs, professional vs. paraprofessionals

Overall budget. Program budget if available.

Major programs or activities

3 recommendations to improve the policy direction or management of the organization (use best practice model)

You should use benchmarking approach to come up with best practice model
Summarize Strategic Plan if available
Explain recommendations to decision makers (indicate simulated decision makers)

Textbooks:

John Bryson (2011). Strategic Planning for Public and Nonprofit Organizations, Fourth Edition. San Francisco: Jossey-Bass.

Dennis Young (2004). Effective Economic Decision Making. Washington, D.C. The Foundation Center.

January 23	Introduction. Successful and Unsuccessful organization. Some characteristics.
January 30 organizations	Political, Social, and Economic Context of Non-Profits and Public Read Text, Bryson, Chapters 1,2. Young, Chapter 1
February 6	Leadership Styles and Management Philosophy Managing Diversity Read Text, Bryson, Chapters 11. Young, Chapter 10. Assignment 1 due: Find one public organization and one non-profit organization to work on for the semester. Put together a profile for each organization. Put in Table format. Include mission, major programs or activities, overall budget, type (professional, paraprofessional, volunteers, etc) and size of staff. Be prepared to present table. Organization can be federal, state, local. But later assignments may require you to talk with people so keep this in mind.
February 13	Strategic Planning SWOT Analysis Identifying strategic issues

Read Text, Bryson Chapters 3,4,5,6

February 20

Evaluating Strategic Plans

Read Text, Bryson, Chapters 7,8

Assignment 2 due: Critique the two strategic plans you have for your selected organizations. If they do not have plans use another organization for the assignment. Prepare a five point slide presentation for your critique. Present it.

February 27

Measuring Results and Developing Performance Measures

Results oriented management

Read Text, Bryson, Chapters 9,10

March 5

Picking measures to present to decision makers

Persuading decision makers

Assignment 3 due: Develop 5 performance measures for each organization you are working on. 5 slide power point should explain why these measures work best with simulated decision makers. Measures should include inputs, outputs, outcomes, efficiency, and productivity.

March 19

Benchmarking with best practice

Selecting benchmarks

Read Text, Chapters, Resource c and d

March 26

Convincing decision makers that benchmarking is worthwhile

Obstacles to benchmarking

Assignment 4 due: Develop 5 crisp arguments for decision makers about why the best practices should be used in your organization. 3 page .

April 2

Resource development and networking

Funding best practices

Satisficing

April 9 Read , Young Chapters 5, 6, 9.
 Making presentations in the community
 Selling best practice in the community
 Read Text, Byson, Chapters 12, Resource A

April 16. April 23. April 30. Final presentations.