

**City University of Hong Kong
Course Syllabus**

**offered by Department of Public and International Affairs
with effect from Semester A 2024/25**

Part I Course Overview

Course Title: Public Strategic Planning and Management

Course Code: PIA6306

Course Duration: One semester

Credit Units: 3

Level: P6

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) None

Precursors:
(Course Code and Title) None

Equivalent Courses:
(Course Code and Title) None

Exclusive Courses:
(Course Code and Title) None

Part II Course Details

1. Abstract

Strategic planning and management are crucial for 21st public managers. In this course, students learn how to think, act and learn strategically, and apply strategy tools. The course is split up into three parts: strategic planning, strategy implementation, strategy evaluation and learning. Within each part students are taught essential concepts, and introduced to the different strategy tools they have at their disposal. Practical examples are offered throughout the lectures. Moreover, during workshops students will be able to apply the strategy tools to a concrete case aimed at stimulating their social entrepreneurship and creativity. In doing so, students are not only acquainted with core concepts related to strategic planning and management but also gain experience in how these tools are applied in practice, and which difficulties could emerge. The course thus prepares students to become knowledgeable strategic planners and managers, which is an inherent part of public management.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Understanding the analysis, formulation, implementation and evaluation of strategies in public organizations from a strategic planning and management perspective.	n/a	x	x	
2.	Being able to apply strategic planning and management to societal challenges with the aim of developing an action-oriented perspective.	n/a	x	x	x
3.	Being able to critically assess the value and application of strategic planning and management frameworks in public organizations.	n/a	x	x	x
4.	Being able to work in team with other students to deliver joined results within stipulated deadlines.	n/a		x	
5.	Being able to connect different components of strategic planning and management.	n/a	x	x	
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Learning and Teaching Activities (LTAs)

(LTAs designed to facilitate students' achievement of the CILOs.)

LTA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5		
Readings	Students will have to read articles and book chapters on strategic planning and management before lectures	x	x	x	x	x		2
Lectures	Students will be taught the core concepts of strategic planning and management, as well as the underlying tools	x	x	x		x		2
Workshops	Students will be able to apply the tools on a concrete case during workshops in team with feedback opportunity	x	x		x	x		2 (every couple of weeks)
Individual paper	Students will write an individual paper where they analyse the strategic planning and management of a public or non-profit organization of their choice	x		x		x		n/a
Group paper	Students will have to develop a strategic plan in team for an organization aimed at tackling a societal challenge in Hong Kong	x	x		x	x		n/a
Group presentation	Students will have to make an elevator pitch of their proposed organization	x	x		x	x		n/a

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5			
Continuous Assessment: 100%								
Individual paper (min 2000 words, max 2500 words)	X		X		X		30%	
Group paper (min 8000 words, max 10000 words)	X	X		X	X		60%	
Group presentation	X	X		X	X		10%	
Examination: 0 % (duration: _____, if applicable)								
							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Individual paper	Selecting a relevant organization and describing it, linking it strategy to the strategic planning and management model, identifying gaps based on data collection and analysis, proposing recommendations, correct academic style	Very relevant organization and very good description, very good use of strategic planning and management model, clear gaps based on data, clear recommendations, very good academic style	Relevant organization and good description, good use of strategic planning and management model, relatively clear gaps based on data, relatively clear recommendations, good academic style	Organization more or less relevant, description acceptable, mediocre use of strategic planning and management model, just acceptable gaps and recommendations, good enough academic style	Organization a bit relevant, description passable, weak use of strategic planning and management models, some acceptable gaps and recommendations, basic academic style	Not a really organization, not well described, bad use of strategic planning and management model, no clear gaps and recommendations, poor academic style
Group paper	Working well in team, participating in workshops, creating an organization with a sound business model linked to a societal challenge, applying strategy tools correctly, linking strategy tools together, making the plan appealing visually and stylistically	Excellent team work, strong participation in workshops, excellent organization created with very sound business model, excellent application of strategy tools, clearly linked together, visually appealing plan with excellent style	Good team work, good participation in workshops, good organization created with sound business model, good application of strategy tools, relatively clearly linked together, visually somewhat appealing plan and good style	Satisfactory team work, acceptable participation in workshops, acceptable organization created with acceptable business model, acceptable application of strategy tools, acceptable links, plan that is acceptable visually, stylistically	Weak team work, participation in workshops mediocre, developed business model and organization weak to mediocre, applied strategy tools weak to mediocre, visually and stylistically basic	Bad team work, bad participation in workshops, not relevant organization created and/or unacceptable business model, bad application of strategy tools not linked together, visually unattractive plan and bad style
Group presentation	Providing an elevator pitch related to the proposed organization, communicating effectively what the organization will do, why and how, including visual tools	Very creative and visually appealing pitch, containing very clear answers to what, why and how questions and accounting for an investor audience	Creative and visually appealing pitch, clear answers to what, why and how, takes into account audience	Mediocre creative/visually appealing, relatively clear answers to why, what and how, at least some acknowledgement of audience	Basic presentation, with at least some clear answers and some efforts for creativity and visually appealing	Not creative, not visually appealing, unclear answers to why, what, how questions, not adapted to audience

Applicable to students admitted in Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
Individual paper	Selecting a relevant organization and describing it, linking it strategy to the strategic planning and management model, identifying gaps based on data collection and analysis, proposing recommendations, correct academic style	Very relevant organization and very good description, very good use of strategic planning and management model, clear gaps based on data, clear recommendations, very good academic style	Relevant organization and good description, good use of strategic planning and management model, relatively clear gaps based on data, relatively clear recommendations, good academic style	Organization more or less relevant, description acceptable, mediocre use of strategic planning and management model, just acceptable gaps and recommendations, good enough academic style	Not a really organization, not well described, bad use of strategic planning and management model, no clear gaps and recommendations, poor academic style
Group paper	Working well in team, participating in workshops, creating an organization with a sound business model linked to a societal challenge, applying strategy tools correctly, linking strategy tools together, making the plan appealing visually and stylistically	Excellent team work, strong participation in workshops, excellent organization created with very sound business model, excellent application of strategy tools, clearly linked together, visually appealing plan with excellent style	Good team work, good participation in workshops, good organization created with sound business model, good application of strategy tools, relatively clearly linked together, visually somewhat appealing plan and good style	Satisfactory team work, acceptable participation in workshops, acceptable organization created with acceptable business model, acceptable application of strategy tools, acceptable links, plan that is acceptable visually, stylistically	Bad team work, bad participation in workshops, not relevant organization created and/or unacceptable business model, bad application of strategy tools not linked together, visually unattractive plan and bad style
Group presentation	Providing an elevator pitch related to the proposed organization, communicating effectively what the organization will do, why and how, including visual tools	Very creative and visually appealing pitch, containing very clear answers to what, why and how questions and accounting for an investor audience	Creative and visually appealing pitch, clear answers to what, why and how, takes into account audience	Mediocre creative/visually appealing, relatively clear answers to why, what and how, at least some acknowledgement of audience	Not creative, not visually appealing, unclear answers to why, what, how questions, not adapted to audience

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Strategy, strategic planning, strategic management, strategy analysis, strategy formulation, strategy implementation, strategy evaluation, learning, vision, mission, values, mandates, SWOT, stakeholders, strategic issues, strategy mapping, balanced scorecard, scenario planning, learning organization, public value, public and non-profit organizations.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

Bryson, J.M., and George, B. (2024). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement, 6th Edition*. Hoboken: John Wiley & Sons.

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

Bryson and George. (2020). *Strategic management in public administration*. Oxford Research Encyclopedia of Politics.

Ferlie and Ongaro. (2022). *Strategic Management in Public Services Organizations*. Routledge: New York.

George, B., and Desmidt, S. (2014). A state of research on strategic management in the public sector: An analysis of the empirical evidence. In *Strategic Management in Public Organizations* (pp. 163-184). New York: Routledge.

George, B., Walker, R. M., and Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), 810-819.

Kools, M., & George, B. (2020). Debate: The learning organization—a key construct linking strategic planning and strategic management. *Public Money & Management*, 40(4), 262-264.

Walker, R. M. (2013). Strategic management and performance in public organizations: findings from the Miles and Snow framework. *Public Administration Review*, 73(5), 675-685.

Websites including OECD, [balancedscorecard.org](https://www.balancedscorecard.org).