

Subject Code	MM5671
Subject Title	Strategic Management in the Public Sector
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Strategic Management (MM531)
Role and Purposes	An organization adopts a strategy of action to achieve its purpose. In the volatile transformative setting of the 21 st century, the public sector faces new and growing challenges. Developing and implementing strategies are thus essential to the operation of public organizations. Doing so encourages a culture of strategic actions in the public sector which is expected to remain purposeful and effective, and enables one to understand the distinctive missions, contexts and constituencies of a public organization and to identify and interpret the important trends that affect its programs and services. This course is designed to help students acquire knowledge of the major concepts and methods of strategic management. It will also prepare them to apply various strategic tools in an array of organizational settings.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ol style="list-style-type: none"> synthesize and apply relevant strategic management theories and methods to public sector management; assess the external environment, the distinctive competencies and core strengths of the organization; make strategic planning and differentiate various strategies; identify and select organizational strategies that advance the mission and goals of the organization that are consistent with the external environment; measure and evaluate the strategic management performance.
Subject Synopsis/ Indicative Syllabus	<p>Strategic Management and the Public Sector</p> <ul style="list-style-type: none"> - Strategic management for public purposes - Concepts of strategy - Models of strategy formulation <p>Strategic Planning</p> <ul style="list-style-type: none"> - Strategic planning process - Strategic planning tools - Assessing the environment - Assessing the organization <p>Strategies in the Public Sector</p> <ul style="list-style-type: none"> - Growth strategies - Retrenchment strategies - Stability strategies - Collaborative strategies <p>Strategic Implementation</p> <ul style="list-style-type: none"> - Deployment phase - Implementation assessment - Implementation of the strategic plan <p>Performance Measures</p> <ul style="list-style-type: none"> - Linking strategic management with performance - Performance measurement system - The balanced scorecard for public-sector organizations

Teaching/Learning Methodology	<p>Through lectures, readings, in-class exercises and discussions, students build up a foundation of conceptual, theoretical and applied knowledge.</p> <p>Through group presentation, students learn to apply knowledge to practical cases</p> <p>Synthesis and application of knowledge are assessed by the overall performance of the students, including various class exercises, a group presentation, a written report as well as the final examination.</p>																																																																												
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="432 383 1453 1122"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> <th>e.</th> <th>f.</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Class Participation and exercises</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. a) Group Presentation</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. b) Individual Written Assignment</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Examination</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3. Closed book examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in both the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ol style="list-style-type: none"> 1. Class Participation and Exercises To assess students’ understanding of the course’s content. 2. Group Presentation and Individual Written Assignment To assess the students’ skills in integrating strategic management concepts, functions with knowledge in analyzing the organization’s strategic development. Through the group work, students also learn about the team work, communication, critical thinking as well as problem solving ability. 3. Examination The 3-hour closed-book examination is used to test students’ conceptual and analytical skills and their capability to formulate coherent and insightful answers to questions on topics they have learnt. 							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a.	b.	c.	d.	e.	f.	Continuous Assessment*	50%							1. Class Participation and exercises	20%	✓	✓	✓	✓	✓	✓	2. a) Group Presentation	15%	✓	✓	✓	✓	✓	✓	2. b) Individual Written Assignment	15%	✓	✓	✓	✓	✓	✓	Examination	50%							3. Closed book examination	50%	✓	✓	✓	✓	✓	✓	Total	100 %						
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Student Study Effort Expected	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Preparation for Lectures	20 Hrs.
	▪ Preparation for Group Presentation and Written Project	20 Hrs.
	▪ Preparation for Examination	38 Hrs.
	Total student study effort	117 Hrs.
Reading List and References	<p>Andrews, Rhys, George A. Boyne, Jennifer Law and Richard M. Walker. <i>Strategic Management and Public Service Performance</i>. Palgrave Macmillan, 2012.</p> <p>Bryson, John. M. <i>Strategic Planning: For Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement</i>. John-Wiley & Sons, Inc., 2011.</p> <p>Chaston, Ian. <i>Public Sector Management: Mission Impossible?</i> Palgrave Macmillan, 2001.</p> <p>Kearns, Kevin P. <i>Private Sector Strategies for Social Sector Success: The Guide to Strategy and Planning for Public and Nonprofit Organizations</i>. San Francisco: Jossey-Bass Inc., 2000.</p> <p>Moore, Mark H. <i>Creating Public Value: Strategic Management in Government</i>. Harvard University Press, 1995.</p> <p>Poister, Theodore H. The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance, <i>Public Administration Review</i>, December 2010, Special Issue, pp. 5246-5254.</p>	