



# MGMT20152 Strategic Management in the Public Sector

## Term 3 - 2019

Profile information current as at 06/05/2024 03:33 am

All details in this unit profile for MGMT20152 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

In this unit, you will focus on the practical application of strategic management concepts, theories, and analytical tools and techniques within the globally connected institutional and operational environment of the public sector. You will examine the concepts of public value, public accountability, and the 'publicness' of the policy process that distinguish the public sector and have practical implications for the practice of strategic management. The emphasis in this unit is on building your understanding of the nature and complexity of short term and long term strategy problems, the roles of strategic analysis, and the application of frameworks and techniques to identify issues and evaluate options. Consequently, your learning in this unit will be structured around analysing a variety of case studies.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 3 - 2019

- Melbourne
- Online

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Reflective Practice Assignment**

Weighting: 20%

#### 2. **Report**

Weighting: 50%

#### 3. **Case Study**

Weighting: 30%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Unit Learning Outcomes

**On successful completion of this unit, you will be able to:**

1. Identify and analyse the factors that influence strategy in the public sector with emphasis on the wider context in which strategies are framed and implemented
2. Select and apply appropriate frameworks and analytical techniques for strategic analysis in public sector contexts
3. Research, evaluate, and explain evidence for strategic analysis in public contexts
4. Evaluate strategic issues in a public sector organisation, and design appropriate recommendations for action taking into consideration the short, medium, and long terms implications.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
<b>1 - Case Study - 30%</b>	•	•		
<b>2 - Report - 50%</b>			•	•
<b>3 - Reflective Practice Assignment - 20%</b>		•		•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
<b>1 - Knowledge</b>	◦	◦	◦	◦
<b>2 - Communication</b>			◦	◦
<b>3 - Cognitive, technical and creative skills</b>	◦	◦		
<b>4 - Research</b>			◦	
<b>5 - Self-management</b>	◦			
<b>6 - Ethical and Professional Responsibility</b>		◦		
<b>7 - Leadership</b>				◦
<b>8 - Aboriginal and Torres Strait Islander Cultures</b>				

## Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Case Study - 30%	○	○			○		○	
2 - Report - 50%	○	○	○	○				
3 - Reflective Practice Assignment - 20%	○	○			○	○		

## Textbooks and Resources

## Textbooks

**There are no required textbooks.**

### Additional Textbook Information

In this unit, selected readings and case studies for each week's topics will be posted on the Moodle site.

## IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

No referencing style set.

## Teaching Contacts

**Shibaab Rahman** Unit Coordinator  
[s.rahman3@cgu.edu.au](mailto:s.rahman3@cgu.edu.au)

## Schedule

**Week 1: Strategic Management in the Globalised World - 11 Nov 2019**

Module/Topic	Chapter	Events and Submissions/Topic
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In week 1, students will be introduced to the concept of strategic management and other related topics from which strategic management in the public sector spawned. Importantly, student will develop an understanding of the macro and micro environment in which public organisations, and which have demanded great strategic thinking and planning in public sector organisations.

### Readings:

Gallop, G. (2007). Towards a New Era of Strategic Government. In John Wanna (Eds.), *A Passion for Policy: Essays in Public Sector Reform*, (pp. 75-89). Canberra Australia: ANU E Press.

Boyne, G. A., Gould-Williams, J. S., Law, J., & Walker, R. M. (2004). Problems of rational planning in public organizations: An empirical assessment of conventional wisdom. *Administration & Society*, 36(3), 328-350.

Keating, M. (1990). Managing for results in the public interest. *Australian Journal of Public Administration*, 49(4), 387-398.

Mulgan, G. (2009). The art of public strategy: Mobilizing power and knowledge for the common good. London: Oxford University Press.

Kettl, D. F. (1997). The global revolution in public management: Driving themes, missing links. *Journal of Policy Analysis and Management: The Journal of the Association for Public Policy Analysis and Management*, 16(3), 446-462.

Bale, M., & Dale, T. (1998). Public sector reform in New Zealand and its relevance to developing countries. *The World Bank Research Observer*, 13(1), 103-121.

Schick, A. (1998). Why most developing countries should not try New Zealand's reforms. *The World Bank Research Observer*, 13(1), 123-131.

This week is designed to introduce students to the importance of strategic management in the public, and importantly allow students to develop a deep understanding of strategic and operational imperatives that guide the functioning of public organisation the outcomes they aspire to achieve. Students will gather knowledge about the processes through which public sector strategy is formulated, while considering the context in which public organisations are embedded, e.g. considering the governance context of both developed and transitioning economies.

Students are expected to do the readings prior to coming to class to participate in an informed discussion.

## Week 2: How to Analyse Environmental Factors to Develop Public Management Strategies - 18 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
Understand how to develop public sector strategies and craft implementation action plans in a changing world for achieving substantive public outcomes. Introduce practical frameworks that guide strategic thinking within the public sector.	<p>Readings:</p> <p>Moore, M. H. (1995). Creating public value: Strategic management in government. Harvard university press.</p> <p>Litchfield, R. C. (2008). Brainstorming reconsidered: A goal-based view. <i>Academy of Management Review</i>, 33(3), 649-668.</p> <p>Boyne, G. A., Gould-Williams, J. S., Law, J., &amp; Walker, R. M. (2004). Problems of rational planning in public organizations: An empirical assessment of conventional wisdom. <i>Administration &amp; Society</i>, 36(3), 328-350.</p> <p>Australian Public Services Commission (APSC). 2007. Tackling Wicked Problems: A Public Policy Perspective. APSC, Commonwealth of Government of Australia.</p>	<p>The primary learning this week focuses on introducing students to strategic planning and the principle and framework that underpins this process. Concepts of 'public value' will be one the key issues discussed, and students will develop practical knowledge about how public organisations plan for strategic outcomes, align priorities with the government's agenda, monitor performance and hold themselves to account for achieving public outcomes.</p> <p>Deliverable: Students are expected to undertake the required readings for the purpose of class discussion. In addition, will engage in an in-class case study exercise related to the mapping goals, objectives and outcome in a public sector context.</p>

## Week 3::Public Sector Strategies in the Political Context - 25 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
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The political context in which public managers work and changing working conditions that influence process the effective implementation of public sector strategies. Legitimacy, political authority and stakeholders support in the implementation of successful public sector strategy.

#### Readings:

Moore, M. H. (1995). Creating public value: Strategic management in government. Harvard university press.  
Dobel, J. P. (2005). A note on mapping: understanding who can influence your success. In J. Patrick Dobel & Angela Day. A Note on Mapping: Understanding Who Can Influence Your Success. University of Washington: Electronic Hallway.  
Patton M. Q (2009), The Adaptive Cycle and Developmental Evaluation (Ch 7). In M Q Patton, Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use. New York: Guilford Press. pp. 189 – 226.  
Simons, H. W. (1976). Persuasion. Reading, Mass

The main focus of this week is the notion of performance and how it has imbued public sector management over the last three decades. Precisely, Mark Moore's work on the creation of public value and how performance measures can be aligned to such objectives will be the primary focus. In the process, the student will also be introduced to the other authors who discuss public values, but who also provide insights on the challenges performance management in strategic public sector management, including how to evaluate public programs, the problems of measuring public value, including measure activities, social outcomes, and outputs. Students will be required to undertake readings for discussion in class. This week introduces students to practical tools used in strategic management in the public sector. This include introducing students the importance of stakeholder mapping, developing strategic timeline and analysis of strategic development; and conducting a diagnostic analysis using a framework such as the strategic triangle. Students should orient themselves to the different tools and frameworks highlighted in the readings. This framework will be used in the case study introduced in class to conduct a strategic analysis within a program/project within the public sector.

### Week 4: Strategic Analysis of the Public Sector Issues - 02 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
Strategic management in the public sector requires agility from public managers to analyse the turbulent public sector environment and the nature of constant changes. The strategic thinking capability that the public managers require for designing effective public policy and craft strategies for policy implementation. This week, students will be introduced to strategic tools and strategies. Students will be introduced to strategic frameworks that they will use for scenario mapping relevant to the public sector.	Readings: Leigh, A. (2003). Thinking ahead: strategic foresight and government. Australian Journal of Public Administration, 62(2), 3-10. AT Kearny. (2004). The Agile Government: It not an oxymoron Cabinet Office. (2004) The Strategy Survival Guide. Prime Minister's Strategy Unit. HM Government. SSA (2008) Towards Agile Government. State Services Authority, State Government of Victoria. Silba, G. and Wither, G. (2009). Scenario analysis for strategic thinking. In Evidence for Policy and Decision Making: A Practical Guide. Sydney: UNSW Press.	This week introduces students to practical tools used in strategic management in the public sector. This includes introducing students the importance of stakeholder mapping, developing strategic timeline and analysis of strategic development; and conducting a diagnostic analysis using a framework such as the strategic triangle. The student should orient themselves to the different tools and frameworks highlighted in the readings. This framework will be used in the case study introduced in class to conduct a strategic analysis within a program/project within the public sector.

### Vacation Week - 09 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
<b>Week 5: Stakeholder Management and Public Governance - 16 Dec 2019</b>		

Contemporary governments are increasingly focused on managing public policy implementation by following measurable inputs and outputs to ensure efficient use of public resources. This week students are introduced to various aspects of public sector strategy implementation that connect inputs, outputs, activities, outputs, and outcomes.

Readings:  
W.K.Kellogg Foundation. 2004. Logic Model Development Guide  
Knowlton, L. W., & Phillips, C. C. (2012). The logic model guidebook: Better strategies for great results. Sage Publications.  
Pitt, M. R., & Koufopoulos, D. (2012). Essentials of strategic management. Sage Publications.  
Peters, T. (2011). A Brief History of the 7-S (McKinsey 7-S) Model. <https://tompeters.com/2011/03/a-brief-history-of-the-7-s-mckinsey-7-s-model/>

The students will be able to recognise that the implementation of public sector strategy is at a critical juncture. They will be able to differentiate both practical tools as well as the theory that underpins effective implementation. Issues discussed in lectures and workshops will encourage the student to think critically about strategies in the public sector that is actionable.

## Week 6:Strategic Importance of Performance Management in the Public Sector - 23 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
The importance of performance management has become critical to public sector accountability, management, and governance. Students will be introduced to a number of issues that include benefits of performance management in the public sector, the challenges of measuring performance in the public sector. Students will gain competency to analyse how strategy can be better devised with a focus on performance.	Readings: Moore, M (2007) Recognising Public Value: The Challenge of Measuring Performance in Government. Presentation delivered at the Institute of Public Administration Victoria. Parston, G., & Goodman, J. (2008). High-Performance Government Organizations: Principles for Creating Public Value. Accenture, Institute for Public Service Value. Alford, J. and Yates, S. (2012). Mapping the creation of public value: The case of child nutrition in remote Indigenous communities, Occasional paper no, 23. Australia and New Zealand School of Government.	The main focus of this week's discussion is to demonstrate the importance of performance management and how it has imbued public sector management over the last three decades. Precisely, Mark Moore's work on the creation of public value and how performance measures can be aligned to such objectives will be the primary learning objective.  <b>Reflective Essay</b> Due: Week 6 Friday (27 Dec 2019) 11:45 pm AEST

## Week 7:Managing Change in the Public Sector Organisation - 06 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
Change is imminent feature of the public sector defined by the continuous process of public sector reform. This constant flux that responds to the wider changes in society, including a rise in authoritarianism, an erosion of neo-liberal thinking, and wearing away of plurality has meant the public sector should constantly re-calibrate and adjust to changing circumstances. As such, this is introduced issues related to managing change in public organisations; dealing with resistance, and strategies to dealing with cultural change.	Readings: Fernandez, S., & Rainey, H. G. (2006). Managing successful organizational change in the public sector. <i>Public Administration Review</i> , 66(2), 168-176. Palmer, I., & Dunford, R. (2002). Who says change can be managed? Positions, perspectives, and problematics. <i>Strategic Change</i> , 11(5), 243-251. IRISS. (2012). Culture Change in the Public Sector. IRISS. Insights. The Institute for Research and Innovation in Social Services. Ostroff, F. (2006). Change management in government. <i>Harvard Business Review</i> , 84(5), 141-147. Strebel, P. (1996). Why do employees resist change? <i>Harvard Business Review</i> , 74(3), 86-92. Van der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. <i>European Management Journal</i> , 32(3), 373-382.	From this week onwards, students are exposed to broader issues of strategic management in the public sector. It begins with the perennial issue change, particularly through the public sector reform process and how that can target fundamental issues such as culture. Students will be introduced to the importance of culture within public organisations, and how it conditions all types of administrative work, including behaviour of public managers. Importantly, students will explore the challenges of cultural change, including resistance, and how it can be overcome through carefully crafted strategies.

## Week 8; Public Sector Leadership and Strategy Implementation - 13 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
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For any public strategy to be successful, effective leadership is required. Leadership is the ability to influence people towards goals, and support individuals to contribute to that goal. In this week, we look at how leadership in the public sector manifest and what means of effective strategic management of public organisations.

#### Readings:

Wart, M. V. (2003). Public-Sector leadership theory: An assessment. *Public administration review*, 63(2), 214-228.  
 Hassan, S., & Hatmaker, D. M. (2015). Leadership and performance of public employees: Effects of the quality and characteristics of manager-employee relationships. *Journal of Public Administration Research and Theory*, 25(4), 1127-1155.  
 Vogel, R., & Masal, D. (2015). Public leadership: A review of the literature and framework for future research. *Public Management Review*, 17(8), 1165-1189.  
 Seidle, B., Fernandez, S., & Perry, J. L. (2016). Do Leadership Training and Development Make a Difference in the Public Sector? A Panel Study. *Public Administration Review*. Vol.76(4), pp.603-613.

Students will be introduced the concept of leadership and examine what the concept entails in the public sector. The primary aim of this week is to convey the importance of leadership in the public sector in achieving public outcomes, including public value. In addition, students will explore different leadership theories, and specifically develop an understanding of what leadership in the public sector might look, in that, is it different from the private sector, and what roles, responsibilities, and style might that leadership entail. Deliverable: Student should read all required readings in preparation for class discussion

### Week 9: Managing Networks in the Public Sector - 20 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
The public sector is increasingly being imbued with ideas of governing through networks that support the collaboration of multiple stakeholders working together in partnerships in the pursuit of publicly valued outcomes. In this week, the student will be introduced concepts of public sector networks, their management and to design effective collaborations for public service delivery	<p>Readings:</p> <p>McGuire, M., &amp; Agranoff, R. (2011). The limitations of public management networks. <i>Public Administration</i>, 89(2), 265-284.</p> <p>Crosby, B. C. (2009). Designing and managing cross-sector collaboration: A case study in reducing traffic congestion (Doctoral dissertation, University of Minnesota).</p> <p>Alford, J., &amp; O'flynn, J. (2012). Rethinking public service delivery: Managing with external providers. Macmillan International Higher Education.</p> <p>O'Flynn, J., &amp; Wanna, J. (Eds.). (2008). Collaborative Governance: A new era of public policy in Australia?. ANU E Press.</p> <p>Agranoff, R. (2006). Inside collaborative networks: Ten lessons for public managers. <i>Public administration review</i>, 66, 56-65.</p>	<p>The importance of networks discussed in this week. It exposes students to network governance, whole-of-government, and joined-up-governments as strategies that are currently shaping the public sector landscape. Students will learn how public services and projects are delivered through a partnership between multiple stakeholders; how multiple government and non-government agencies manage their partnership; and how collaboration between multiple stakeholders can be key to delivering public value. Deliverable: Students are expected to the required readings in preparation for discussion in class.</p> <p><b>Strategic Report</b> Due: Week 9 Friday (24 Jan 2020) 11:00 pm AEST</p>

### Week 10: Strategy, Regulation, Contracting and Public Management - 27 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
This week, we examine a changing paradigm of governance that increasingly sees citizens as an important part of the public sector management puzzle. We examine how citizens can be incorporated in the strategic management process to ensure collaboration, participation, and co-production.	<p>Behn, R. (2006). On the Operational and Political Challenge of Answering: The Ubiquitous How? Question. Bob Behn's Public Management Report.</p> <p>Frith, A. (2006). Citizen centric government: taking it to the next level. <i>Public Administration Today</i>, (7), 15.</p>	Week 10 learnings follow on from Week 9, in that, students will learn about how citizens are increasingly becoming an important stakeholder in the creation of public value. The student will be introduced with concepts such as co-production, and the benefits the government can achieve through such an approach, especially in terms of sustainability.

### Week 11: Public Sector Management and the international context - 03 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
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The intensity of interdependence and global partnership and the evolving nature of international relations in regard to trade and investment influence public sector management and strategies.

We examine how the development reports prepared by international bodies such the United Nations and the World Bank on public management and governance issues have had impacts on public management practices.

#### Readings:

UNDG (2011) Results-Based Management Handbook. Geneva, UNGD.  
 OECD-DAC (2008) Sourcebook on Emerging Good Practice in MfDR, 3rd ed. Washington, OECD-DAC.  
 Joint Inspection Unit (2004) Implementation of RBM in UN Organisations. Geneva, United Nations.  
 Brinkerhoff, D. W. (2008). The State and International Development Management: Shifting Tides, Changing Boundaries, and Future Directions. Public Administration Review, 68(6), 985-1001.

Students can expect to learn about the challenges developing country governments face in designing implementing and evaluating public strategy for success.

Students will also familiarise themselves with the development models and tools developed by international agencies such as the United Nations, the World Bank, the Asian Development Bank, UNDP etc.

### Week 12: Building Public Sector Organisations Capable of Good Governance - 10 Feb 2020

#### Module/Topic

We discuss the shifts in public management theory and practice and analyse the need for creating ethical public management systems to enhance good governance practices.

#### Chapter

Unit Overview

#### Events and Submissions/Topic

Submission of reflective essay

**Case study presentation** Due: Week 12 Monday (10 Feb 2020) 12:00 am AEST

### Exam Week - 17 Feb 2020

#### Module/Topic

#### Chapter

#### Events and Submissions/Topic

## Term Specific Information

### Overview

In this unit, you will focus on the practical application of strategic management concepts, theories, and analytical tools and techniques within the globally connected institutional and operational environment of the public sector. You will examine the concepts of public value, public accountability, and the 'publicness' of the policy process that distinguish the public sector and have practical implications for the practice of strategic management. The emphasis in this unit is on building your understanding of the nature and complexity of the short term and long term strategy problems, the roles of strategic analysis, and the application of frameworks and techniques to identify issues and evaluate options. Consequently, your learning in this unit will be structured around analysing a variety of case studies.

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### Regional Campuses

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Noosa, Rockhampton, Townsville

#### Metropolitan Campuses

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. Case Study

Weighting: 30%

#### 2. Report

Weighting: 50%

#### 3. Reflective Practice Assignment

Weighting: 20%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## Assessment Tasks

### 1 Reflective Essay

#### **Assessment Type**

Reflective Practice Assignment

#### **Task Description**

Students are required to keep weekly newspaper articles from weeks 1-5 reflecting on the nature of the public debate and their implication on public perception. . Class activities may include group discussion, video presentation, and diagnostic tools such as public governance and managerial shared value practices. Students are expected to comment on the application issues of the content and its institutional relevance. Students are expected to reflect on the strategic significance and how this assists in understanding complex strategic management issues. Each reporting is to be approximately 300-400 words of writing, for a total of 1500-1600 words. The key aspect of reflection is a critical evaluation. Students are expected to analyse their own strategic positions using the tools and concepts discussed in the unit.

Find a public policy issue/problem published in the daily newspapers/electronic media each week. Write your observation and strategically analyse what you find wrong in that public policy implementation process.

You are required to write four (4) pieces of reflective short strategic reports.

Write a summary highlighting your main findings.

**Assessment Due Date**

Week 6 Friday (27 Dec 2019) 11:45 pm AEST

**Return Date to Students**

Week 8 Monday (13 Jan 2020)

**Weighting**

20%

**Assessment Criteria**

Structure of your reflective essay

Analytical capability

Use of strategic management tools and concepts

Logical arguments

References

**Submission**

Online

**Submission Instructions**

On the Moodle site

**Learning Outcomes Assessed**

- Select and apply appropriate frameworks and analytical techniques for strategic analysis in public sector contexts
- Evaluate strategic issues in a public sector organisation, and design appropriate recommendations for action taking into consideration the short, medium, and long terms implications.

**Graduate Attributes**

- Knowledge
- Communication
- Self-management
- Ethical and Professional Responsibility

## 2 Strategic Report

**Assessment Type**

Report

**Task Description**

Students will be asked to select an administrative challenge and write a strategic report addressing how to solve the problem.

The main tasks are:

Define key concepts and tools

Macroeconomic analysis of a public policy issue.

Assessment of competencies of the organisations in charge of implementing policies.

Analysis of the present strategies using strategic management tools and concepts.

Identification of the problems.

Demonstrate a breadth and quality of research by using a minimum of 16 academic sources from recommended texts and Journal articles use of the APA in text referencing system to correctly cite academic sources.

Recommend strategies to solve the problems.

Word Limit: 2500 words.

**Assessment Due Date**

Week 9 Friday (24 Jan 2020) 11:00 pm AEST

**Return Date to Students**

Week 10 Monday (27 Jan 2020)

**Weighting**

50%

**Assessment Criteria**

The task requires each student to utilise literature, strategy tools, and frameworks identified in the unit, and establish an analytical framework to analyse the strategic management issues.

An introduction of public policy and administration issue that needs urgent attention.

Conduct a macroeconomic analysis identifying the challenges of public policy issues.

Assess the competencies of the organisations in charge of implementing policies.

Analyse of the present strategies using strategic management tools and concepts.  
Recommend strategies to solve the problems.  
At least 15 references (articles, book chapters, reports, newspaper articles)

**Submission**

Online

**Submission Instructions**

On the Moodle site

**Learning Outcomes Assessed**

- Research, evaluate, and explain evidence for strategic analysis in public contexts
- Evaluate strategic issues in a public sector organisation, and design appropriate recommendations for action taking into consideration the short, medium, and long terms implications.

**Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

### 3 Case study presentation

**Assessment Type**

Case Study

**Task Description**

Students will form groups in week 1 of term and in consultation with the facilitator.

Students will form groups in week 1. The task requires the group to utilise literature, models, and frameworks identified in the unit, and establish an analytical framework to analyse the strategic issues that the organisation has confronted in achieving strategic goals.

Each group needs to provide a clear outline of the framework and supporting arguments regarding each of the components of their presentation. Each group will be allocated 20 minutes to present their analysis and findings. All members of the group must be involved in the delivery of the content. A copy of the PowerPoints MUST be provided to the facilitator PRIOR to the presentation.

The students will be asked to select a case from a list nominated by the unit coordinator. Four questions will be asked to use strategic management concepts and tools in answering questions.

**Assessment Due Date**

Week 12 Monday (10 Feb 2020) 12:00 am AEST

**Return Date to Students**

Exam Week Monday (17 Feb 2020)

**Weighting**

30%

**Assessment Criteria**

Introduction (precise with an outline)

Background of the case

Critical analysis of strategies in place

Relevant answer to each question.

All group members must participate in the presentation

Group efforts must be reflected in structuring the arguments.

**Submission**

Online Group

**Submission Instructions**

On the Moodle site

**Learning Outcomes Assessed**

- Identify and analyse the factors that influence strategy in the public sector with emphasis on the wider context in which strategies are framed and implemented
- Select and apply appropriate frameworks and analytical techniques for strategic analysis in public sector contexts

## Graduate Attributes

- Knowledge
- Communication
- Self-management
- Leadership

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem