

The Institute of Commercial Management

SUBJECT SYLLABUS



PUBLIC SECTOR STRATEGY

(0706)

23 June 2006

Implications of Publicness for Strategic Management Theory

- Private Sector Model
- How Public Sector Management Differs
- Implications for Content Theories of Strategic Management
- Implications for Process Theories

Processes of Strategy Development in the Public Sector

- Framework for Strategy Development Process
- Strategy as Managerial Intent
- Strategy as Outcome of Organisational Processes
- Imposed Strategy

Global Influences on the Public Sector

- PEST Analysis
- Scenarios
- Five Forces Analysis in Healthcare
- Strategic Group Analysis

Trust and Distrust in Regulation and Enforcement

- Defining Regulation
- Regulatory Cycle
- Trust or Distrust

Benchmarking

- What is Benchmarking
- Importance of Benchmarking
- Different Approaches
- Getting Started
- Making it a Success

Best Value Initiative

- What it is
- Architecture of Best Value
- Experience

Maslin Multi Dimensional Matrix

- Limitations of the Boston Matrix
- Montanari Matrix
- Maslin Multi-Dimensional Matrix

Stakeholder Mapping

- Power/Interest Matrix
- Creating Stakeholder Maps
- Establishing Political Priorities
- Ethical Considerations

Implications of Ownership for Strategy

- Government Ownership and Performance
- Implementing Change
- Organisational Forms

Formation and Control of Public Private Partnerships

- Partnering as Co-operative Strategy
- Types of Partnership
- Propensity to Partner
- Public Accountability
- Stakeholder Approach

Public Sector Partnerships

- Development of Partnerships
- Types of Partnership
- Propensity to Partnerships
- Characteristics of Successful Partnerships
- Adding Value Through Partnerships
- Stakeholder Relationships in Partnerships

Strategy and Structures in the Public Sector

- Managing a Portfolio of Services
- Synergy School
- Parenting School
- Centralisation and Devolution
- Organisational Configurations

Devolution and Control

- Analytical Framework
- Directors
- Tensions and Conflict
- Synergy

Business Process Re-engineering in the Public Sector

- Growing Critique of BPR
- Problems of Empowerment
- Problems of Commitment

Relationship between Quality, Approaches to Management Control and the Achievement of Best Value in Public Sector Professional Service Organisations

- Classical and Romantic Traditions in Quality
- Quality and Management Control Within Organisations

Mapping Organisational Culture

- Concept of Culture and the Cultural Web
- Value of Culture Mapping
- Mapping Organisational Culture
- Discussing Cultural Webs
- Identifying Blockages to Change
- Value of Re-mapping Organisational Culture
- Re-mapping Organisational Culture
- Mapping Strategic Change

Reading List

Main Text:

Kevan Scholes and Gerry Johnson, Exploring Public Sector Strategy, (FT Prentice Hall, 2000, ISBN 0273646877)