

1. General information about the course and the instructor

Course title: **STRATEGIC PLANNING**

Course number: UME2315

ECTS (number of credits): 6

Instructor's name: **Călin Emilian Hințea, Prof.univ. dr.**

2.

a. Course objectives

The strategic planning course endeavors to provide an overview of the main concepts related to strategic planning and public management in the public and non-profit sectors. On the one hand the main goal of the course is to provide students with a clear understanding regarding the characteristics of the strategic planning in the public and non-profit sectors, methodological aspects regarding strategic planning, the importance of evaluation and implementation, and the distinction between operational and strategic management. On the other hand, the course endeavors to develop the students' ability to develop management strategies and to manage the strategic planning process.

b. Course description

The course is based on a gradual approach – it starts with fundamental concepts to the field of strategic planning and public management. It then moves on to assessing the importance of public management, characteristics of the public and non-profit sectors, analysis of the organizational environment, models of strategic planning, implementation and evaluation. The course is based on an interactive approach and individual and group projects related to the field of strategic planning.

c. Schedule of course activities

Date	Main topic covered
Week 1	Introductory course: basic elements, methodological aspects, evaluations requirements, technical aspects.
Week 2	Management in Public Sector: characteristics and basic concepts.
Week 3	The new public management; reinventing government and strategic approaches
Week 4	Strategic planning: an introduction; from rational planning model to policy planning
Week 5	The concept and techniques of strategic management
Week 6	The strategic management process
Week 7	Competitive analysis in planning
Week 8	Building a vision in strategic planning
Week 9	The analysis of the organizational environment in strategic planning
Week 10	Building a strategic profile for communities and organizations 1

Week 11	Building a strategic profile for communities and organizations 2
Week 12	Planning and strategic management
Week 13	Implementation and evaluation in strategic management
Week 14	Analysis of the course; final discussions and final evaluation schedule

d. Required textbooks and readings (main titles):

1. Richard Rumelt, *Good Strategy/Bad Strategy. The Difference and Why It Matters*, Profile Books, 2017
2. John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, Jossey-Bass, 2004
3. John M. Bryson, *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*, 2nd Edition, Jossey-Bass; 2004
4. Michael Allison, *Strategic Planning for Nonprofit Organizations*, Second Edition, Wiley, 2003
5. Mark H. Moore, *Creating Public Value: Strategic Management in Government*, Harvard University Press, 1997
6. Arthur a., Thompson, A.J. Strickland, *Strategic Management, Concept and Cases*, Irwin, 1993
7. David. H. Rosenbloom, *Public Administration*, McGraw-Hills, 1986
8. Jack Koteen, *Strategic Management in Public and Nonprofit Organizations*, Praeger, 1997
9. Harvard Business School, *On Strategy*, 2017
10. Hintea, Profiroiu, Ticlau (eds), *Strategic Planning in Local Communities. A cross National Study of 7 countries*, Palgrave MacMillan, 2019
11. Sun Tzu, *The Art of War*
12. David Osborne, Ted Gaebler, *Reinventing Government, How the Entrepreneurial Spirit is Transforming the Public Sector*, Addison-Wesley Publishing, 1992

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Evaluation:

- activity during the classes and papers presented during the semester – 30%
- written exam – 70%

NOTE: Class attendance is compulsory! Students that miss more than two classes will not be able to submit and defend the final paper and will not pass the exam.