

SS723 and SSM221 Strategy and Planning (2015/16)

View Online



125 items

Online Module Reader (8 items)

In this section you will find chapters from some of the core text books referred to in this module. We recommend that you read these chapters over the course of module teaching. There will be online exercises to support your reading.

1. Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

[Book](#) | **Key** | You can find this whole book online by clicking on this link. For module teaching and the online exercise we ask you to concentrate on Chapter 1.

Strategic management for the public services - Joyce, Paul, 1999

[Book](#) | **Key** | This is the print version of the above. For module teaching and the online exercise we ask you to concentrate on Chapter 1

2. Chapter 4 of Social Planning: a Strategy for Socialist Welfare - Alan Walker

[Chapter](#)

3. Chapter 10 "Strategic Management" - Owen E Hughes

[Chapter](#)

4. Managing without profit - Mike Hudson

[Chapter](#) | **Key** | Online copy of Chapter 6 'Making Management Processes Work' pp.147-186

5. Chapter 2 "The Process of Strategy Development in the Public Sector" - Collier, Fishwick, Johnson

[Chapter](#)

6. Chapter 11 "Public Participation in Planning" - Huw Thomas

[Chapter](#)

7. Chapter 9 "Systemic institutional design for collaborative planning" - Patsy Healey

[Chapter](#)

Journals (7 items)

Be sure to look in the journals listed here for articles relevant to your module assignment.

International Journal of Public Sector Management

[Journal](#) | **Recommended**

Public administration

Journal | Recommended

Public finance and management

Journal | Recommended

Public management

Journal | Recommended

Public management review

Journal | Recommended

Strategy

Journal | Recommended

Strategy and leadership

Journal | Recommended

Core Text Books (8 items)

Strategic management in the public sector - Paul Joyce, 2015

Book | Key

Strategic management in the public sector - Paul Joyce, 2015

Book | Key

Strategic management for the public services - Joyce, Paul, 1999

Book | Key

Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

Book | Key

Strategic management and public service performance - Andrews, Rhys, c2012

Book | Key

Strategic management and public service performance - Andrews, Rhys, Dawsonera, c2012

Book | Key

Managing complexity in the public services - Philip Haynes, 2015

Book | Key

Managing complexity in the public services - Philip Haynes, 2015

Book | Key

General Reading (42 items)

Some books maybe at Aldrich Library as well as Falmer

Strategy and human resource management - Peter F. Boxall, John Purcell, 2016

Book

Public management in the United Kingdom: a new introduction - Burnham, June, Horton, Sylvia, 2012

Book

Strategic management in action - Coulter, Mary K., c2010

Book

Images of strategy - Cummings, Stephen, Wilson, David A., 2003

Book

Strategic management: concepts and cases - David, Fred R., c2011

Book

Strategic management: an introduction to business and corporate strategy - Finlay, Paul N., 2000

Book

Resource allocation in the public sector: values, priorities, and markets in the management of public services - Fisher, C. M., 1998

Book

Corporate level strategy: theory and applications - Furrer, Olivier, 2011

Book

Contemporary strategy analysis: text and cases - Grant, Robert M., 2013

Book

Rethinking policy planning: a study of planning systems linking central and local government - Hambleton, Robin, University of Bristol, 1986

Book

Managing complexity in the public services - Haynes, Philip, 2003

Book | Key

Managing complexity in the public services - Haynes, Philip, Dawsonera, 2003

Book | Key

Complex policy planning: the government strategic management of the social care market - Haynes, Philip, 1999

Book

Collaborative planning: shaping places in fragmented societies - Healey, Patsy, 2006, [i.e. 2005]

Book | Key

Public management and administration - Hughes, Owen E., 2012

Book | Key

Introducing corporate planning: guide to strategic management - Hussey, D. E., 1991

Book

Strategic management: from theory to implementation - Hussey, D. E., 1998

[Book](#)

The management of strategy: concepts - Ireland, R. Duane, Hoskisson, Robert E., Hitt, Michael A., c2013

[Book](#)

Strategic management in the public services - K Isaac-Henry

[Chapter](#) | Please read Isaac-Henry, K. "Strategic management in the public services"

Strategic management: a multi-perspective approach - Jenkins, Mark, Ambrosini, Ve

ronique, 2002

[Book](#)

Exploring corporate strategy: text & cases - Johnson, Gerry, Scholes, Kevan, Whittington, Richard, Dawsonera, 2008

[Book](#)

Exploring corporate strategy: text & cases - Johnson, Gerry, Scholes, Kevan, Whittington, Richard, 2008

[Book](#)

Exploring strategy: Text & cases - Johnson, Gerry, Whittington, Richard, Scholes, Kevan, Pyle, Steve, 2011

[Book](#)

Exploring strategy: text & cases - Gerry Johnson, Richard Whittington, Duncan Angwin, Patrick Regner, Kevan Scholes, 2013

[Book](#)

Exploring public sector strategy - Johnson, Gerry, Scholes, Kevan, 2001

[Book](#) | [Key](#)

Strategic management for the public services - Joyce, Paul, 1999

[Book](#)

Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

[Book](#) | [Key](#)

Strategic management: a fresh approach to developing skills, knowledge and creativity - Joyce, Paul, Woods, Adrian, 2001

[Book](#)

The rise and fall of strategic planning - Mintzberg, Henry, c2000

[Book](#) | [Recommended](#)

Strategy safari: the complete guide through the wilds of strategic management - Mintzberg, Henry, Ahlstrand, Bruce W., Lampel, Joseph, 2009

[Book](#) | [Recommended](#)

Competitive strategy: techniques for analyzing industries and competitors - Porter, Michael E., 2004

Book

Strategic management and public service performance - Andrews, Rhys, c2012

Book

Strategic management and public service performance - Andrews, Rhys, Dawsonera, c2012

Book

Strategic management - Sadler, Philip, 2003

Book

Human-machine reconfigurations: plans and situated actions - Suchman, Lucille Alice, 2007

Book

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., 2011

Book

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., Dawsonera, 2011

Book

Strategic management: concepts and cases - Thompson, Arthur A., Strickland, A. J., 2004

Book

Social planning: a strategy for socialist welfare - Walker, Alan, 1984

Book | Key

What is strategy: and does it matter? - Whittington, Richard, 2001

Book

Practices of Strategising/Organising - Richard Whittington, Eamonn Molloy, Michael Mayer, Anne Smith, 2006-12

Article

Strategy: process, content, context - Wit, Bob de, Meyer, Ron, c2010

Book

Recent Examples of Plans and Strategies (10 items)

You could use examples such as these for your assignment

UK Drug Strategy 2010 - HM Government

Webpage

The National Security Strategy - a strong Britain in an age of uncertainty - Cabinet Office, 2010

[Webpage](#)

West Sussex County Council: Environment Strategy

[Webpage](#)

Brighton & Hove Housing Strategy

[Webpage](#)

Brighton & Hove Connected - previously Brighton & Hove Strategic Partnership

[Website](#)

International (5 items)

OECD Skills Strategy - Better Skills, Better Jobs, Better Lives: A Strategic Approach - OECD, 2012

[Webpage](#)

OECD Green Growth Strategy - Green growth and sustainable development - OECD

[Webpage](#)

Innovation Strategy - OECD

[Webpage](#)

Global Strategy for Women's and Children's Health - WHO

[Webpage](#)

Malawi - World Bank

[Webpage](#)

In the following sections you will find readings grouped into key themes addressed in the module.

Theoretical positions on strategy and planning: strengths and weaknesses (10 items)

In your assignment you will be asked to critically evaluate strategy and planning theory. These texts focus on developing theoretical perspectives that will be useful to you.

Complex policy planning: the government strategic management of the social care market - Haynes, Philip, 1999

[Book](#) | Chapter 5

Collaborative planning: shaping places in fragmented societies - Healey, Patsy, 2006, [i.e. 2005]

[Book](#)

Community Care Planning: Incrementalism to Rationalism? - Bob Hudson, 1992-09

[Article](#)

Public management and administration - Hughes, Owen E., 2012

[Book](#) | See Chapter 10

Introducing corporate planning: guide to strategic management - Hussey, D. E., 1991

[Book](#)

Strategy safari: the complete guide through the wilds of strategic management - Mintzberg, Henry, Ahlstrand, Bruce W., Lampel, Joseph, 2009

[Book](#)

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., 2011

[Book](#)

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., Dawsonera, 2011

[Book](#)

Managing chaos: dynamic business strategies in an unpredictable world - Stacey, Ralph D., 1992

[Book](#)

Social planning: a strategy for socialist welfare - Walker, Alan, 1984

[Book](#)

Planning and Partnership (3 items)

To what extent can planning be undertaken in partnership and what theories and models lend themselves best to a partnership approach?

Collaborative planning: shaping places in fragmented societies - Healey, Patsy, 2006, [i.e. 2005]

[Book](#)

Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

[Book](#) | Chapter 6

Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

[Book](#) | Chapter 6

Organisational Structure, Culture, Process and Planning (10 items)

Organisational structure, process and culture are an essential part of planning. We will consider what the literature and research on organisations contributes to our understanding of planning processes.

Managing without profit: leadership, management and governance of third sector organisations - Hudson, Mike, Directory of Social Change, 2009

[Book](#) | Chapters 7 and 9

Strategic management for the public services - Joyce, Paul, Dawsonera, 1999

Book | See Chapter 6

Strategic management for the public services - Joyce, Paul, 1999

Book | As above - See Chapter 6

The changing organisation and management of local government - Leach, Steve, Stewart, John, Walsh, Kieron, 1994

Book

Structure in fives: designing effective organizations - Mintzberg, Henry, 1983

Book

Images of organization - Morgan, Gareth, 2006

Book

Organization theory: selected classic readings - Pugh, D. S., 2007

Book

Strategy Implementation and Public Service Performance - R. Andrews, G. A. Boyne, J. Law, R. M. Walker, 2011-09-01

Article

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., 2011

Book

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., Dawsonera, 2011

Book

Plans and Planning (2 items)

Mintzberg expresses the view that documented plans can prevent an organisation from focusing on adapting its responses to the future. We will consider what should be included in plan documentation and how documentation interacts with future thinking and scenario/vision development.

Complex policy planning: the government strategic management of the social care market - Haynes, Philip, 1999

Book | Chapter 4

The rise and fall of strategic planning - Mintzberg, Henry, c2000

Book

The Temporal Dimension (1 items)

Public sector planning is often limited in its effect because of an inability to know the medium term political and financial future. How should planners manage these particular difficulties?

Time, planning, and policy making: an evaluation of a complex relationship - Schneider,

Gerald,
Universita

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rich, c1991

Book

Participation (11 items)

Democracy's New Discipline: Public Deliberation as Organizational Strategy - C. W. Lee, Z. Romano, 2013-05-01

Article

The power of participation: PRA and policy - 1996

Article

Participation: the new tyranny? - Cooke, Bill, Kothari, Uma, 2001

Book

International journal of public sector management - 2003

Journal

| Special Issue: 'Participation and Involvement in the Public Sector: Some international comparisons'

Power, participation and political renewal: case studies in public participation - Barnes, Marian, Newman, Janet, Sullivan, Helen, 2007

Book

From users to choosers to makers and shapers: repositioning participation in development

Brighton: IDS - A Cornwall, J Gaventa, 2000

Document

Participation in poverty reduction strategies : a synthesis of experience - R McGee, A

Norton, 2000

Document

Getting Citizens Involved: Community Participation in Neighbourhood Renewal - National Audit Office, 2004

Document

Participatory approaches in health promotion and health planning: a literature review -

Rifkin, Susan B., Lewando-Hundt, Gillian, Draper, A. K., Health Development Agency, 2000

Book

| This is also available online through the link provided

Community participation: who benefits? - Skidmore, Paul, Bound, Kirsten, Lownsborough, Hannah, Joseph Rowntree Foundation, 2006

Book

Public participation in planning - H Thomas

Chapter**Data and Public Sector Planning** (3 items)

The public sector manager and professional has to analyse information for their organisation. But to what extent does the manager and professional have to synthesise information? What are the best kind of presentations of information to make to politicians, senior managers and the general public?

A guide to designing a National Strategy for the Development of Statistics - PARIS21 Secretariat, 2004

Document

Complex policy planning: the government strategic management of the social care market - Haynes, Philip, 1999

Book

The rise and fall of strategic planning - Mintzberg, Henry, c2000

Book**The Spatial Dimension** (3 items)

The spatial is an important dimension of social planning. This session explores why the spatial dimension is important, and how best to understand and analyse the spatial component.

Partnership working: policy and practice - Taylor, Marilyn, Balloch, Susan, 2001

Book

| Haynes, P. 2001. Spatial Considerations in multi-agency and multi-disciplinary work. In this edited collection.

Intelligent GIS: location decisions and strategic planning - Birkin, Mark, 1996

Book

GIS and health - Gatrell, Anthony C.,

Lo

yto

nen, Markku, European Science Foundation, c1998

Book**Complex Systems and Strategy Making** (6 items)

Systems and Complex Systems Approaches - Applied Social Science, University of Brighton

Webpage

Managing complexity in the public services - Haynes, Philip, 2003

Book

Leverage Points: Places to Intervene in a System - The Donella Meadows Institute

Webpage

Systems thinking in the public sector: the failure of the reform regime - and a manifesto for a better way - Seddon, John, 2008

Book

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., 2011

Book

Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations - Stacey, Ralph D., Dawsonera, 2011

Book