

**Maryland in Europe Graduate Programs
Bowie State University**

**Planning, Budgeting, and Evaluation
MGMT 503**

**March 29 - 30/ April 12 - 13/ May 3 - 4/ May 17.
Spangdahlem Air Base
09:00 - 17:00**

Instructor: Dr. J.E.D. Riggs

Mailing Address: PSC 9 Box 3018, APO AE 09123

Email: smartguy53@yahoo.com

Consultation Hours: One-Half Hour before class, and by appointment.

Course Description: *Prerequisite: Principles of Management or permission of the Program Director.* Deals with systematic, policy/project formulation and evaluation that take place in formal organizations. It presents the processes and techniques for strategic planning, resource utilization planning, and an introduction to capital facilities planning. *Students in the MIS program are not eligible for MGMT 503*

Course Goals: Upon completion of this course, participants should have an understanding of:

1. Why Strategic Management is different in the Public Sector.
2. The importance of the scanning process.
3. The different methods of data collection.
4. The importance of technology in the planning process.
5. How evaluation methods have evolved over the years.
6. The factors that lend to organizational adaptability.
7. The influence of social stakeholders in policy formation, planning and evaluation.
8. Future trends in organizational development.

Course Objectives: At the conclusion of this course, the student will be able to:

1. Identify the key components of decision-making in organizations.
2. Create an Ishikawa Decision Tree.
3. Assess risk in the external environment.
4. Identify key players in the enacted environment.
5. Apply the "Porter Approach to Industry Analysis."
6. Analyze basic organizational structures.
7. Integrate human resource management issues into a strategic plan.
8. Utilize a TOWS Matrix.
9. Distinguish between: Corporate, Directional, and Growth strategies.
10. Determine the optimum methods of policy implementation.
11. Generate workload indicators for modern organizations.

12. Develop a strategic method for policy evaluation.
13. Determine correct methodology for data collection.
14. Apply the fundamentals for creating new organizational cultures.
15. Execute and present a total strategic plan for a non-profit organization.
16. Organize and generate appropriate charts, tables and graphs.

Required Texts: Please note - some texts are used in multiple classes.

American Psychological Association (2001). *Publication Manual for the American Psychological Association*, 5th Edition. Washington DC: Author.

Wheelen, T.L., & Hunger, J.D. (2001) *Strategic Management and Business Policy*, 8th Edition. USA,: Prentice Hall Publishing.

Weiss, C.H. (1998). *Evaluation*, 2nd Edition. USA. Prentice Hall Publishing

Grading Information: Grades for the course will be assigned as follows:

A = 90% + C = 70% - 79%

B = 80% - 89% F = Below 70% [F(a)]; or regular non-attendance [F(n)].

Grades of "Incomplete," or "Withdrawal" are governed by Maryland in Europe policies. Please refer to UMUC Maryland in Europe Graduate Catalog, available in your local Education Center, or online at http://www.ed.umuc.edu/visit/pubs/catalog/grad_02-03.pdf for further details.

Course Requirements:

There will be a mid-term and a final examination. The mid-term will fall on the Sunday afternoon of weekend two, and will consist of all readings and lectures to date. The final exam will fall on the afternoon of the fourth Sunday (last day of class) and will consist of all readings and lectures from the mid-term on.

In addition, each student will be expected to create an environmental scan for a governmental agency of his or her choosing. This scan is due on the day of the final exam. Failure to present the completed work at the time of the exam will result in an automatic twenty percent reduction in the value of the work.

The grading is as follows:

Mid-Term Examination: One-Third of the grade.

Final Examination: One-Third of the grade.

Environmental Scan Paper: One-Third of the grade.

Course Schedule:

Weekend One:

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| 1. Organizations and Decision-Making. | Wheelen & Hunger: chps. 1 & 2. |
| 2. Same Topic | Same Readings. |
| 3. Environmental Scanning | Wheelen & Hunger: chps. 3 & 4. |
| 4. Same Topic. | Same Readings. |
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Weekend Two:

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| 1. Strategy Formulation | Wheelen & Hunger: chps. 5 & 6. |
| 2. Same Topic | Same Readings. |
| 3. Strategic Choice | Wheelen & Hunger: chps. 7 & 8. |
| 4. Same Topic. | Same Readings. |
| 5. MID-TERM EXAM. | |
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Weekend Three:

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| 1. Human Relations in Planning | Wheelen & Hunger: chp. 9. |
| 2. Same Topic | Same Readings. |
| 3. Evaluation and Control. | Weiss: chps. 2, 3, 4. |
| 4. Same Topic. | Weiss: chp. 6 & 8. |
| 5. Future Trends in Planning Strategy | No Readings. |
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Weekend Four:

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| 1. Difficulties of Planning in Public Sector. | No Readings. |
| 2. FINAL EXAMINATION. | |

ACADEMIC POLICIES:

Please refer to the UMUC Maryland in Europe Graduate Catalog, Available online at http://www.ed.umuc.edu/visit/pubs/catalog/grad_02-03.pdf or from your local Education Center, for information on the following:

Academic Integrity.
Course load.
Exceptions to policy.
Grade Appeal Process.
Make-up Exams.
Non-Discrimination Policy.
Students with disabilities.

Code of Civility:

To promote a positive, collegial atmosphere among student, faculty, and staff, Maryland in Europe has developed the following code of civility:

Respect.

Treat all students, faculty and staff with respect and in a professional and courteous manner at all times and in all communications, whether in person, written, or electronic (phone and e-mail).

Kindness.

Refrain from using profanities, insults, or other disparaging remarks.

Truth.

Endeavor to cite only the truth, and not knowingly misrepresent, mischaracterize or misquote information received from others.

Responsibility.

Take responsibility for our own actions instead of blaming others.

Cooperation.

Work together with other students, faculty, and staff in the spirit of cooperation toward our common goals of seeking and providing quality education.

Privacy.

Strive to uphold the right of privacy, and not talk about others.

Nondiscrimination.

Respect the differences in people, their opinions and ideas, and reject bigotry.

Instructor Information.

Dr. John Edwin Douglas Riggs is Collegiate Professor of Public Administration with the University of Maryland in Europe Graduate Programs/ Bowie State University. He has been living in Europe since 1985, and has been teaching in the Maryland system since 1992.