Strategic Management of Public Service Organizations
Spring 2016
INSTRUCTOR:

Brennon Marcano
Email: bmarcano@cupusa.org
Class: Mondays 4:55pm – 6:35pm
Location: Bobst Library, Room LL150, 70 Washington Square
Office Hours: On Request (Email or call 917-288-2420)

Please see Instructor Bio at back of syllabus
Please see Student Information Sheet, to be submitted to Professor Marcano by the second class.

COURSE OVERVIEW:

Managing an organization in itself is extremely challenging as functions, roles and lines of business must all interact seamlessly in order for an organization to be truly efficient and effective. This task becomes even more daunting as market share decreases due to a global economy and a slow recovery from a financial crisis. Paying attention to one bottom line is difficult far less two. Public Service Organizations in both the nonprofit and public (government) arenas are constantly battling with balancing a double bottom line of fiscal and social equity. In this type of climate it becomes not only important to be able to be strategic around organizational decisions, it is critical. This course is geared towards equipping current and future managers of public service organizations with the skills necessary to become strategic leaders and managers. We will cover topics such as the following:

1. Understanding an Organizational Core Ideology and Values
2. Leading from an Organizational Purpose (Vision)
3. Working within a mission
4. Defining Strategic Anchors
5. Knowing your Sandbox
6. Understanding your economic engine
7. Defining your value proposition
8. Brand Promise
9. Having a BHAG
10. SWOT Analysis
11. Having a clear Implementation Plan

COURSE OBJECTIVES:

Students completing this course will have: (1) a deeper understanding of the leader and manager’s role as a strategist, planner, designer of structure, and decision maker using diagnostic reasoning and organizational cues; (2) the ability to identify and analyze critical short term and long term issues confronting an organization and make recommendations for strategic solutions; (3) the ability to tailor strategy that is consistent with the organization’s core ideology and long-
term strategic thinking; (4) skill and will to utilize strategic planning and management systems to produce results and (5) a good understanding of the role of leadership in achieving strategic change in public service organizations.

**READINGS:**

This is a reading intensive course. There are two required texts, which are available at the Bookstore or library reserve:


**ASSIGNMENTS & GRADES:**

Your grade in this course is based on the following:

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<tr>
<td>Participation</td>
<td>10%</td>
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<tr>
<td>Project</td>
<td>50%</td>
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<tr>
<td>Midterm</td>
<td>15%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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**IMPORTANT, PLEASE READ/REVIEW THE FOLLOWING POLICIES:**

- NYU/Wagner Academic Integrity Policy: [http://wagner.nyu.edu/current/policies/](http://wagner.nyu.edu/current/policies/)

**PROFESSOR POLICIES:**

- Attendance is critical. You are allowed two excused absence over the course, with prior notice. More than 2 absences will impact participation grade.
- Readings may not be directly discussed in class but provide necessary background and context for discussions and so it is imperative to be up to date with reading assignments.
- Final project is due on time. You will lose 5 points off of your final project score for every day late.
Strategic Management of Public Service Organizations  
Grading Criteria for Papers – Summer 2015

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<tr>
<th>Criteria</th>
<th>Points</th>
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<tr>
<td><strong>1. Overall writing</strong> The writing is fluid; sentences/paragraphs are well structured; proper grammar; shows command of graduate level vocabulary and understanding of concepts; polished, not drafty.</td>
<td>(25)</td>
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<td><strong>2. Professional presentation</strong> Correct spelling/no typos; length limits honored; timeliness and other instructions followed.</td>
<td>(10)</td>
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<td><strong>3. Strength of Position Presented (Analytical level)</strong> Uses material from class to develop and support ideas; demonstrates effort to integrate materials; memo has a logical flow that presents and develops a clear, unified position/argument; argument is consistent (no contradictions or gaps) and based on critical thinking.</td>
<td>(25)</td>
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<td><strong>4. Positions and Recommendations</strong> - Reflect critical theories and policy considerations in non profit sectors - Applies insights to a practical discussion of management and/or policy making.</td>
<td>(30)</td>
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<td><strong>5. References</strong> - References are used and cited appropriately*; at least two readings are cited and used.</td>
<td>(10)</td>
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*You can use ANY reference system of your choice, as long as you are consistent.
Strategic Management of Public Service Organizations - Student Information

1. Your name:

2. Your specialization at Wagner (if not a Wagner student, specify your NYU program location):

3. Your year at Wagner (or at your NYU program):

4. Your status as a student (part time or full time):

Background:

5. Present work status:
   
   Not working?

   Working as an intern? Where and for how long?

   Working as a paid employee? Where, for how long, doing what?

6. Previous work /volunteer experience:

   Describe any experience in government or non profit organization:

   How many years altogether have you worked as a paid employee?

   Briefly describe a relevant, recent job that illustrates your work experience (place and work assignment)

7. Briefly describe your motivation for taking Strategic Management of Public Service Organizations:

8. Please state your expectations for the Strategic Management course.
COURSE CALENDAR:

INTRODUCTION
1. Introduction, Overview of the Public Sector and Non Profits and the Leadership Role
   Due: Personal Information.
2. Analyzing an organization’s ideology and values
   Due: Sector Swap Exercise
3. Building Off Ideologies – understanding an organization’s purpose
   Due: Project; Project Core Ideology and Values
4. Identifying the organization’s audacious goals (BHAG)
   Due: Project Vision

DEVELOPING STRATEGY
5. Start with the mission
   Due: Project BHAG
6. Knowing your sandbox
   Due: Project Mission
7. MIDTERM
   Due: Project Sandbox
8. Midterm Revisited, Defining the value proposition, Understanding the promise attached to the brand
   Due: Nothing
9. Creating strategic pillars
   Due: value proposition, brand promise
10. Defining an economic engine, SWOT analysis
    Due: Project Strategic Pillars

IMPLEMENTING STRATEGY
11. Implementing the Strategic Plan/Strategy
    Due: Economic Engine, SWOT Analysis
12. Measuring Results
    Due: Strategic Plan/Strategy

FINAL CLASSES
13. Final Exam
    Due: Key Performance Indicators
14. Project Presentations
    Due: N/A
## WEEKLY READINGS AND ASSIGNMENTS:

### Mon, Jan 25\(^{th}\), 2016

**Class 1**  Introductions and the Leadership Role

**Readings:**
- Kearns, Chapter 1 (3-31)
- Moore, Introduction

**Assignment:** Analyze a scenario where a swap in sector could have produced better results e.g. if a private sector initiative would have been better managed in the public sector or vice versa.

### Mon, Feb 1\(^{st}\), 2016

**Class 2**  Analyzing an organization’s ideology and values

**Readings:**
- Moore, Chapter 1-2 (1-56)

**Assignment:** Identify or create your project company’s core ideology and values and assess their effectiveness.

### Mon, Feb 8\(^{th}\), 2016

**Class 3**  Building Off Ideologies

**Readings:**
- Kearns, Chapter 2 (32-49)
- Moore, Chapter 3 (57-102)

**Assignment:** Identify or create your project company’s vision

### Mon, Feb 22\(^{nd}\), 2016

**Class 4**  Identifying the Organization’s Audacious Goals

**Readings:**
- Kearns, Chapter 3 (50-107)

**Assignment:** Identify or create your project company’s BHAG
### Class 5  Start with the Mission

**Readings:**
- Kearns, Chapter 4 (108-134)

**Assignment:** Identify or create your project company’s mission

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### Class 6  Knowing Your Sandbox

**Readings:**
- Kearns, Chapter 5 (135-161)

**Assignment:** Identify or create your project company’s sandbox

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### Class 7  MIDTERM

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### Class 8  Defining the Value Proposition, Understanding the Promise Attached to the Brand

**Readings:**
- Kearns, Chapters 6-7 (162-240)
- Moore, Chapter 4 (103-134)

**Assignment:** Identify or create your project company’s value proposition and brand promise

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### Class 9  Creating Strategic Pillars

**Readings:**
- Kearns, Chapter 8 (241-270)

**Assignment:** Identify or create your project company’s strategic pillars

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### Class 10  Defining an Economic Engine, SWOT Analysis

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Readings
- Moore, Chapter 5 (135-189)
- Kearns, Chapter 9

Assignment: Identify or create your project company’s Economic Engine, SWOT Analysis

Class 11: Implementing the Strategic Plan/Strategy
Mon, Apr 18th, 2016

Readings
- Moore, Chapter 6 (193-238)

Assignment: Identify or create your project company’s Strategic Plan

Class 12: Measuring Results
Mon, Apr 25th, 2016

Readings:
- Moore, Chapter 7 (239-292)

Assignment: Identify or create your project company’s Key Performance Indicators

Class 13: Final Exam
Mon, May 2nd, 2016

Readings:
- Kearns, Conclusion (271-316)
- Moore, Conclusion (293-309)

Assignment: Finish your projects

Class 13: Project Presentations
Mon, May 9th, 2016

N/A
Professor Bio

Brennon Marcano is the Executive Director of the Council of Urban Professionals. He has over 20 years of experience in the private and nonprofit sectors. His leadership experience spans multiple industries, primarily financial services, technology, and media and entertainment.

Prior to joining CUP, Brennon was the Executive Director of Workforce Opportunity Services (WOS), an innovative nonprofit. Under his leadership, over a nine-year period, the organization grew to an entity with a budget of over $10 million operating in nine states (19 cities) and internationally in France (under the name SociaLift).

At Prudential, Brennon undertook progressively challenging assignments and held technology leadership roles for over a decade. He was in charge of the firm’s IT portfolio management tool used by the Corporate Chief Information Officer for critical decision-making.

He was the Editor In Chief at CLASS (Caribbean Latin American Sights and Sounds) magazine, later known as Black Diaspora magazine.

Brennon is a board trustee of the City University of New York’s School of Professional Studies Foundation Board as well as a board member of EyeBeam, one of the premier art and technology non-profits in the US.

Brennon holds a Masters degree in Technology Management from Columbia University and a Bachelor of Arts in Business Journalism from Baruch College. He is a Stephen H. Gayle Memorial Fellow and has received scholarships from Baruch College and Reuters, as well as been featured in CIO Insight magazine as a future leader in technology (April/2007).

Brennon lives in Harlem, New York, where he is very active in the community serving as a baseball coach for the Harlem Little League and a basketball coach at the Harlem YMCA.