Strategic Management of Public Service Organizations
P11.2110.001 - Summer 2009

Course Information:

Dates: Wednesdays, May 20th to July 1st
Class Time: 4:55-8:25 PM
Location: 25 West 4th Street, Room C-20

Instructor:

Jason Franklin
Lecturer in Public Administration
Robert F. Wagner Graduate School of Public Service
New York University

Office Hours: By Appointment
Home Office: 212-721-4515
Cell Phone: 202-549-1316
Email: jason.franklin@nyu.edu

Course Overview:

How can a nonprofit or public sector organization “be successful?” What does it take to achieve your mission? How should you organization be structured to be most effective? How do you deal with the loss of a major grant, the entrance of a new competitor, or a radical change in the political or funding landscape? How should you motivate your staff and sustain and grow your organization’s leadership?

In order to deal effectively with these challenges, managers need to acquire knowledge and skills in strategic management. These include conceptual and leadership skills such as the ability to accurately read change in the external environment, define and redefine organizational purpose, handle the complex trade-offs between demand for services and resource constraints, manage ongoing relationships and partnerships with other groups, maintain the commitment and productivity of employees, and guide the organization toward continuous improvement of service production and delivery systems to meet client needs. In other words, managers need deep knowledge of how to think, decide, and act strategically, both in organizational affairs and in matters affecting their capacity for leadership.

Strategic Management aims to prepare current and future managers of public service organizations for leadership roles by focusing on the knowledge, skills, values and attitudes needed to manage public service organizations strategically. This course is required for all students in the Public and Nonprofit Program's management specialization.
Readings:

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


Additional readings will be posted on BlackBoard and we will also be reading a series of cases. Some are available free online and others, to reduce costs, I will give you instructions about how to purchase for electronic download (1/2 the price of case pack copies). Please notify me immediately if you have any trouble downloading any of these readings.

Course Overview:

What is Strategy? • Class Overview

Planning • Developing Strategy and the Strategic Planning Process  
• Internal and External Assessment  
• Planning for Competition  
• Planning for Collaboration

Implementation • Strategy and Structural Change  
• Challenges of Boards, Staff, & Scale

Assignments & Grades

Your grade in this course is based on four components:

1. **Class Participation** – 30% - Your active participation is critical for your success in this short, intensive class. After your first absence, any additional absences from class without a medical or other serious emergency will result in a loss of ¼ of your participation grade per class missed. Besides attendance, I will be looking for you to have read and thought about the readings, contribute to in-class discussion, and actively participate in case discussions.

2. **Case Responses** – 30% (Due at the start of class. Late submissions NOT accepted) – You are responsible for submitting a 2-page response paper to each of the 6 cases covered in class.

3. **Case Proposal** – 5% (Due June 10th) – Two-page proposal on an organization you will write a case study of for the course. Your proposal should briefly describe the organization and why it will make for a compelling case.

4. **Case Study** - 35% (Due July 1st) – The case study should describe the organization, its environment, and the dynamics of some strategic management question facing the organization in 12-15 pages.
Weekly Topics and Readings:

May 20\(^{th}\) – Class Overview and Discussion of “What is strategy?”

May 27\(^{th}\) – Planning: Developing Strategy and the Strategic Planning Process

Readings:
- Kearns, 3-49 & Dees 3-17
- Sharon Oster, *Strategic Management for Nonprofit Organizations*: 17-28

Cases: (From the Bridgespan Group Resource Library)
- The Justice Project: Using Strategic Planning to Increase the Impact of Advocacy
- YES Prep Public Schools: Honing the Pathways of Growth
- Bay Area Coalition for Equitable Schools: Achieving Strategic Clarity
- The California Endowment: Sharpening a Foundation’s Grantmaking without Limiting Its Mission
- MY TURN: Preparing for Regional Growth

June 3\(^{rd}\) – Planning: Internal (organizational) and External (environmental) Assessment

Readings:
- Kearns 50-134 & Dees 19-43
- Organizational Assessment: A Framework for Improving Performance. Book overview, Chapter 7 and Appendix 2

Case:  (From the Harvard Kennedy School Case Program)
- Merger Talks: The Story of Three Community Development Corporations in Boston
June 10th – Planning for Competition

Readings:
- Kearns 135-240; Dees 19-44, 291-312
- Carol Chetkovich and Peter Frumkin. (November 2002) Balancing Margin and Mission: Nonprofit Competition in Charitable versus Fee-Based Programs. Hauser Center Working Paper No. 11

Cases: (From the Harvard Kennedy School Case Program)
- A Money-Losing Public Monopoly Faces a Competitor Threat: New York City Transit Authority and the 'Dollar Vans' (1328.0)
- Accion International: Where Latin America Meets Brooklyn (1354.0)
  Going Against the Grain: A "Conservative" Think Tank in Massachusetts (1429.0)

June 17th – Planning for Collaboration

Readings:
- Kearns, 241-270 & Dees 45-69

Case: (From the Harvard Kennedy School Case Program)
- Peninsula Community Foundation

June 24th – Implementation: Strategy and Structural Change

Readings:
- Kearns, 271-316 & Dees, 267-290

Case: (From the Harvard Kennedy School Case Program)
- Mayor Anthony Williams and Performance Management in Washington, DC
July 1st – Implementation: Challenges of Boards, Staff, & Scale

Readings:
• Dees 71-138, 235-265

Case: (From the Bridgespan Group Resource Library, additional/alternate cases may be selected based on student topical interests)
• Nurse-Family Partnership: Organizing for National Expansion
• After School Matters: Managing rapid local expansion as young organization -
• Earth Force: Building a national network while developing a new program offering and diversifying funding
• National Foundation for Teaching Entrepreneurship (NFTE): Building a scalable network to share its curriculum broadly
• Public Allies: Building the infrastructure for growth