In order for public service organizations to realize their full potential, they must utilize cohesive approaches to determine their mission and goals, develop outcomes and standards of success, identify strategies to achieve these outcomes, design and implement organizational processes to accomplish the strategies and evaluate the results in an on-going manner to achieve continuous improvement. Taken together, these analyses and processes comprise the interwoven elements of strategic management.

Strategic management requires the manager to draw connections among organizational mission and goals, internal capacities and the external environment. That serves as the basis for the developing aligned strategies to accomplish the goals, making make best use of resources (in the context of trade-offs of other priorities), incorporating both organizational and staff values, promoting collaboration and commitment among those who implement, and evaluating efforts in ways that contribute to continuous improvement of service delivery on a sustained basis.

Effective strategic management addresses the challenges of leading change, developing structures and policies, creating supportive organizational cultures and facilitating organizational learning. It therefore requires conceptual and analytic skills as well as leadership abilities.

This course 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 in such strategic ways. It is required for all students in the Public and Nonprofit Program's management specialization.

**Course objectives:** Upon completion of this course students are expected to have:
- a deeper understanding of the role of the leader as strategist, planner, designer of structure, creative problem-solver, and facilitator of organizational learning;
- a good understanding of systems and systemic thinking as key concepts for strategic management;
- the ability to identify and analyze critical short term and long term issues confronting an organization and make recommendations for strategic solutions;
- the ability to tailor strategy to promote its implementation; and
- a good understanding of the role of leadership in achieving strategic change in public service organizations.
**Learning Methods:** This course uses pre-assigned readings and instructor’s presentation of concepts (which do not summarize the readings, but go beyond them). The emphasis is on interactive learning methods such as: class discussions, simulations, small group work, role plays, case studies, and participant journals in which s/he reflects on the content and apply it to organizations and situations with which he/she is familiar.

Throughout the semester, participants will apply what they are learning to a **simulated, fictional organization**, International Human Services, Inc. (IHS). On-going application of course concepts to this organization will provide real world grounding for the material. Additional cases and other examples from the non-profit and international sectors will be provided as well. This section of the course emphasizes international organizations and the strategic issues they face.

Throughout the course various **tools** will be introduced that will enable participants to apply the concepts addressed. *It is recommended that participants keep a separate notebook or file throughout the semester in order to have a full compendium of tools by the end of the semester. All tools will be posted on Blackboard.*

**Class Sequencing**
The course explores in order: strategic planning, strategic implementation and strategic evaluation, and is organized in this manner.

**Required Books:**


Additional readings as noted for each session in the syllabus and posted on BlackBoard. Please bring all posted readings and handouts to class. Additional hardcopies will not be distributed!

**Recommended**

Recommended for students with an interest in international organizations


Course Requirements: Readings, Papers and Journals

Readings: Participants are expected to complete assigned readings in advance of the class discussion of that topic. Students are expected to come to class with insights and questions from the readings that will contribute to class discussions. Assignments are found in the class schedule portion of this syllabus. Recommended sources are listed on the syllabus for students who have an interest in particular topics that goes beyond the material covered in class.

Papers: There are three required papers:

- Paper #1: Organization Scan -- requires participants to select an organization and perform an analysis of its mission, goals, external environment and internal capacities.

- Paper #2: Outcomes, Strategies, Work Plan and Budget – Beginning with the organization’s goals (from paper #1), participants will identify a specific strategy and then develop a work plan containing outcomes, strategies, activities, timelines, and a budget to implement that strategy.

- Paper #3 (Final Paper) – Strategic Issues and Solutions – Using the work plan developed in paper #2 as a basis, participants will analyze the issues likely to facilitate and/or inhibit successful implementation, will suggest strategies to address them and explain the rationale behind their recommendations.

Specific guidelines for both assignments will be distributed separately. Criteria by which these assignments will be evaluated will also be distributed in advance. Papers must be handed in on the due date. Faxed or e-mailed papers will not be accepted except in extraordinary circumstances by prior permission.

Journal: Participants are required to write a journal in which they reflect upon the discussions and readings of each class as they apply to situations with which they are familiar. There should be a journal entry made for each topic on the syllabus.

Class Participation: It is important for everyone to contribute actively to class discussions and activities in order to enhance the overall learning.
Course/Grade Requirements
10% Class participation
15% Paper #1 (Due on October 10)
25% Paper #2 (Due on November 7)
20% Journal (Due on December 5)
30% Paper #3 (Due on December 5)

Instructor Contact and Availability
Instructor is available by appointment, phone, and/or e-mail. Please use the phone number or e-mail address on the syllabus to arrange a mutually convenient time. The use of e-mail is encouraged as this is the speediest way to get a response.

COURSE SCHEDULE AND ASSIGNMENTS

A. STRATEGIC PLANNING
Sessions 1 and 2: September 12

Introduction to Strategic Management
An overview of the course will be presented, including introduction to the main concepts of strategic management. This includes a description of the objectives and influence of public sector organizations and the importance of strategic management in achieving their mission, particularly those with a global focus. Also addressed will be the relationships among mission, goals and strategy development with implementation, alignment of values, stakeholders, and evaluation. The role of the leader will also be discussed.

Readings:
Mark Moore, Creating Public Value pp. 57-76
Allison and Kaye, pp. Chapters 1 and 2

Mission-Driven Strategy, Goals and Coherence
This session explores the definitions of vision, mission, mandates and goals and how each contributes to organizational success. Mission-driven change is discussed, along with what strategic thinking and processes are useful in developing plans for defining/achieving the goals.

Readings: Kearns, pp. 3-49
Allison and Kaye, Chapter 3
Case: IHS Mission
Tool #1: Mission Statement Template
On Blackboard -- Assignment Needed for September 26 class
Sessions 3 and 4: September 26

Needs Assessment: Environmental Scanning Characteristics of Changing Environments
In order to determine outcomes and strategies, it is essential to assess the larger environment in which the organization functions and the characteristics of changing environments. This session will explore both, and will apply the concepts to the IHS case. This will include discussion and application of a SWOT analysis.

Readings: Kearns, pp. 50-107
Allison and Kaye, Chapter 4
Case: IHS External Environment
Tool #2: External Environmental Scan

Needs Assessment: Organizational Capacity
Before a strategic plan can be developed, the internal organization strengths and weaknesses must be assessed. This session presents the main aspects to be analyzed, including available resources (money, people and time) and offers a composite capacity assessment tool, which will be applied to the IHS case.

Readings: Kearns, pp. 108-131, 218-240
Tool #3: Composite Capacity Assessment Tool
IHS Case: Organization Capacity Description

Sessions 5 and 6: October 10
Determining Outcomes and Standards for Sustained Results
Once the mission and goals have been determined, the larger environment assesses and internal capacity analyzed, outcomes can be determined. This session will address how to determine outcomes, upon what standards they will be based and how success will be measured. Discussion includes aspects to consider for long-term sustainability.

Readings: Kearns, pp. 135-218
Leading Change Handbook, pp. 26-30

Aligning Strategies, Actions and Budgets/Developing a Work Plan
Once the objectives have been determined, strategies need to be developed to achieve them, along with analyses of required levels of effort (personnel), budgets and consideration of trade-offs involved with the resources required. This session includes the practical development of a work plan that contains those inter-related elements. It also addresses the importance of beginning with strategies to achieve a “short-term win,” as well as building in the flexibility to take advantage of unintended positive consequences.

Paper #1 is due at this session.
B. STRATEGIC IMPLEMENTATION

Session 7 and 8: October 24

Assessing and Improving Readiness
The key to successful implementation of planned strategies is the assessment of the readiness of those involved to accomplish the activities – and the improvement of that readiness should it be low. Readiness involves participants’ enthusiasm, willingness to take responsibility, previous experience with similar strategies (positive and negative), and education/training for the job. Improving readiness involves creating strategies to increase those characteristics, continuously assessing changes in readiness and strategically matching readiness levels with the most appropriate leadership styles (as discussed further in Session 8).

Readings:
Allison and Kaye, Chapter 7
Handout Case
Leading Change Handbook, pp. 1-6 and 16-18

Strategic Leadership
This session addresses the leadership needed to achieve the plan: articulating the vision, mission and values and ensuring that they are "owned" by organization members, defining strategies, procedures, and roles, successfully negotiating strategies and defining success, and achieving the objectives both in the short and long-term. The session also addresses how a leader facilitates organizational learning, and adapts his/her style strategically in order to achieve the desired results.

Reading:
Spiro, “Leading Change: Bringing Plans to Life” (posted on Blackboard)
Heifetz and Laurie excerpt from Leadership on the Line (Handout)
Leadership Style Inventory (Posted on Blackboard)
Sessions 9 and 10: November 7

Alignment of Values and Organizational Culture
Organizational values should be “heroic” in order to accomplish the strategies to their maximum potential. Nevertheless, they must also be aligned with the values of those who carry out the activities. This session identifies essential organizational values, methods to detect their presence or absence and ways to increase their presence. It also provides methods by which to identify participants’ values and analyze the difference between those and organizational values. The session concludes with a discussion of how to bridge the values gaps, should they exist.

Readings: Allison and Kaye, pp. 109-110, 253 and 113-114
Lebow and Simon, Lasting Change: The Shared Values Process That Makes Companies Great, pp. 3-30 (on Blackboard)
Tool #6: Culture Analysis

Developing a Supportive Culture and Work Teams
An organization’s meaning perspectives, rituals, and culture must support the implementation of the strategies and not inadvertently inhibit their accomplishment. Culture can also play a stabilizing role in times of change. The session will explore ways to create a supportive organizational culture that reflects both “heroic” values and staff members’ values. It will address using the culture to further the development of work teams. The session will also explore the global and professional implications of culture.

Paper #2 is due at this session.

Session 11 and 12: November 21

Stakeholder Engagement
The elements of power/influence, conflict, and coalition-building are important to consider when implementing strategies successfully. Change redefines power relationships (both formal and informal). It can create conflict and resistance as stakeholders feel threatened. Dealing with opposition is essential since it will always be present. Analysis of all key constituent groups and the development of strategies to engage them are essential for success.

Readings:
Handout posted on Blackboard
Leading Change Handbook, pp. 7-13
Collaboration
Collaboration is essential for achieving the strategic plan; both with other organizations and within the leader’s own institution. Developing and conducting such a process involves incorporating all course concepts presented thus far. When developing and implementing strategies for change, it is desirable to involve a diverse group of people - both to ensure a wide variety of ideas and to "empower" participants (giving them ownership of the resulting strategies).

As strategies are developed and implemented, collaboration affords the opportunity to examine of multiple perspectives, to understand of the views of others, to test the current validity of long-held assumptions, to surface potential conflict and uses it productively, and to build a network and team within the organization, and with partner institutions.

Reading:  Kearns, pp. 241-267
Spiro, “Joining Forces: Collaborative Approaches to Planning” (posted on Blackboard)
Leading Change Handbook, pp. 29-25
In-Class Simulation

C. STRATEGIC EVALUATION

Sessions 13 and 14 December 5

Evaluation
The strategic outcomes identified at the beginning of the process form the basis of on-going evaluation that assesses the progress of the work and identifies ways in which the work can be strengthened. Both formative and summative evaluation will be discussed; including methods by which evaluation can be performed and how evaluation can be used strategically to ensure the results desired. The political nature of evaluation is discussed as well.

Readings:  Allison and Kaye, Chapter 8 and Handout

Performing a Strategic Audit
This final session integrates the content and processes of the entire course to identify the elements of a comprehensive, strategic audit and apply that analysis to the IHS case used throughout the semester.

Reading:
Tool #7: Strategic Inventory

Journals and Paper #3 due at this session