Strategic Management of Public Service Organizations
P11.2110
Spring 2010

COURSE INFORMATION:

Section 001
Wednesday 4:55 – 6:35 PM
Silver 706

Section 002
Monday 6:45 – 8:25 PM
Waverly 569

INSTRUCTOR:

Amit Nigam
Office Location: Puck Building 3039
Phone: (212) 992-8714
amit.nigam@nyu.edu

Office Hours: Mondays, 1:30-3:30 PM
Administrative Aide
Ann Lin
ann.lin@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. We will also be reading a series of cases. To reduce costs, I have not assembled into a reading packet. Instead, you can purchase each one online for about half the price as an electronic download. You only need to purchases cases from the Kennedy program (electronic hallway and RCLA cases are free). Cases can be purchased at http://www.ksgcase.harvard.edu/. Please notify me immediately if you have any trouble downloading any of these readings.

ASSIGNMENTS & GRADES

Your grade in this course is based on four components. More details will be provided in class.

1. **Class Participation** – 25% - As this class is focused on case discussions, your active participation is critical. You are allowed one excused absence over the course of the term – with prior notice. Any additional absence 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 questions and comments, and actively participate in case discussions.
   a. **Discussion Facilitation** – At the beginning of the term, each of you will sign up to be a discussion facilitator for one week’s case discussion. Depending on the number of people enrolled in class, there will be 3-4 facilitators per course session. As a facilitator, you should communicate as a group, and develop a list of 3-5 questions that get at the key issues in the case, and the key themes and learning points from the week’s readings. You should e-mail your group’s discussion questions to me by 5:00 PM the day before class meets (on Sunday or Tuesday). In addition to developing discussion questions, you will also play a role in facilitating part of the case discussion during the week’s class.

2. **Case Responses** – 25% (Due at the start of each class. Late submissions NOT accepted) – We will discuss 8 cases during this course (not counting Session 12). You are responsible for submitting a 1-page response to each of them.

3. **Case Study** – 50% Your case study will describe an organization, its environment, and the dynamics of some strategic management question facing the organization. There will be four parts to this assignment over the course of the term. Only the last part of your assignment will be graded.
   a. **Case Proposal** – Due in Class – Session 3
      - 1-2-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.

b. **Strategic Assessment** – Due in Class – Session 8
   - 4-5 page analysis of your organization, its history, environment and the primary strategic issue that it faces.

c. **Draft Final Case Study** – Due in Class – Session 12
   - 10-12 page case study. The case study combines your strategic assessment with discussion of multiple possible responses to the strategic issue & analysis of their strengths, weaknesses and implementation barriers.

a. **Final Case Studies** – Due at 12:00 PM, Friday May 7 in my Faculty Box on the 3rd Floor of Puck

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**COURSE SESSION CALENDAR**

**INTRODUCTION**

1  Introduction                Wed 1/20 & Mon 1/25
2  What is Strategy?           Wed 1/27 & Mon 2/1

**DEVELOPING AN ORGANIZATIONAL STRATEGY**

3  Models of Strategy Formation Wed 2/3 & Mon 2/8

**No Class on Wed 2/10 or 2/15**

4  Strategic Assessment of the Environment Wed 2/17 & Mon 2/22
5  Strategic Assessment of the Organization Wed 2/24 & Mon 3/1
6  Developing Growth Strategies    Wed 3/3 & Mon 3/8
7a  Developing Lean/Stable Strategies Wed 3/10

**Spring Break**

7b  Developing Lean/Stable Strategies Mon 3/22
8  Developing Cooperative Strategies  Wed 3/24 & Mon 3/29
9  Student Case Study Workshop      Wed 3/31 & Mon 4/5

**IMPLEMENTING STRATEGY**

10 Implementing Changes in Structure Wed 4/7 & Mon 4/12
11 Engaging your workforce in Strategic Change Wed 4/14 & Mon 4/19

**STRATEGY AND LEADERSHIP**

12 Strategy and Leadership    Wed 4/21 & Mon 4/26
13 Student Case Study Workshop Wed 4/28 & Mon 5/3

**CASE STUDIES**

Final Case Studies Due at 12:00 PM, Friday May 7 in my Faculty Box on the 3rd Floor of Puck
Weekly Topics, Readings, Cases & Assignments:

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<th>Session 1</th>
<th>Introductions and Course Overview</th>
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<tr>
<td>Session 2</td>
<td>“What is Strategy?”</td>
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**Readings:**
- Kearns, 3-31
- Ganz, 3-21

**Assignment:** Mission Statements

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<th>Session 3</th>
<th>Developing Strategy and the Strategic Planning Process</th>
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**Readings:**
- Kearns 32-49
- Smergut, Peter. Strategic Planning on a Budget, Nonprofit World: July/Aug 2005, 14-16.

**Case:** Upwardly Global: Building a Model for Assisting Immigrant Professionals (Harvard Kennedy School)

**Assignment:** Case Study Proposal Due

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<th>Session 4</th>
<th>Assessing Your Environment</th>
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**Readings:**
- Kearns 50-107

**Case:** National Farm Workers Association – Environment – Ganz, 22-92
### Session 5  Assessing Your Organization

**Readings:**
- Kearns 108-134

**Case:** Merger Talks: The Story of Three Community Development Corporations in Boston (Harvard Kennedy School)

### Session 6  Developing Competitive Strategies – When You’re Growing

**Readings:**
- Kearns 135-161

**Case:** National Farm Workers Association – Conflict and Growth – Ganz, 93-238

### Session 7  Developing Competitive Strategies – When You’re Stable or Struggling

**Readings:**
- Kearns 162-240

**Case:** Managing Cutbacks at the Department of Social and Health Services (Electronic Hallway)

### Session 8  Developing Cooperative Strategies

**Readings:**
- Kearns 241-270

**Case:** Peninsula Community Foundation (Harvard Business School)

**Assignment:** Case Study Strategic Assessment Due
### Session 9  
**Student Case Study Workshop I**

**Readings:** The Case Study Strategic Assessments of your peers in your assigned group

Students will present their case study strategic assessments and give feedback to their peers in assigned groups

### Session 10  
**Implementing Change – Organizational Structure**

**Readings:**
- Kearns 271-316;

**Case:** Appalachian Mountain Club (Electronic Hallway)

### Session 11  
**Implementing Change – Engaging your Workforce**

**Readings:**

**Case:** Mayor Anthony Williams and Performance Management in Washington, DC (Harvard Kennedy School)
Session 12  Leadership - Organizational & individual leadership types & competencies

Readings:

Cases: Selected Mini-Cases from the Research Center for Leadership in Action

Assignment: Draft Final Case Study

Session 13  Wrap-up, Reflection & Student Case Study Workshop II

Readings:
• Kearns 317-326
• Draft Final Case Studies of your peers in your assigned group

After a brief discussion wrapping up the course, students will present their case study strategic assessments and give feedback to their peers in assigned groups