Strategic Management of Public Service Organizations
PADM-GP-2110
Spring 2012

COURSE INFORMATION:

Section 001
Tuesday 6:45 – 8:25 PM
238 Thompson Street - 279

Section 002
Wednesday 4:55 – 6:35 PM
Silver 710

INSTRUCTOR:

Amit Nigam
Office Location: Puck Building 3039
amit.nigam@nyu.edu

Office Hours: Wednesdays, 10:00 AM -12:00 PM – Check Blackboard for Changes!
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 your 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 the cases 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 or HBS (electronic hallway and RCLA cases are free). Cases can be purchased at [www.ksgcase.harvard.edu/](http://www.ksgcase.harvard.edu/) or [www.hbsp.harvard.edu](http://www.hbsp.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** – 30% - 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.

2. **Case Responses** – 30% (Due at the start of each class. Late submissions NOT accepted) – We will discuss 8 cases during this course (not counting Session 2, and the simulations in Sessions 10 & 14). You are responsible for submitting a case response of about 1 page. The page limit is flexible. Your case response should apply some concept from one of the readings for the week to analyze the case. You can also relate your professional experiences in your case response.
3. **Team Case Analysis** – 40% You will work in teams of 3-4 students to develop a case analysis for an organization. Your case analysis will describe an organization, its environment, and the dynamics of some strategic management question facing the organization.

**Your Case Analysis Should Generally Follow This Structure**

I. Background & Brief History of the Organization/Initiative
II. Brief Description of Current Organizational Context
III. Industry Analysis
   - Analyze the most important strategic trends in the industry within which the organization operates, including economic and competitive characteristics of the industry.
IV. Organization Analysis
   - Based on the findings from your industry analysis, specify how the environment might impact your organization’s portfolio of programs and services. Identify the organization’s/initiative’s most important strengths, weaknesses, opportunities and threats. Focus your analysis on the parts of the organization that you believe are most essential to its success in the industry in which it is situated.
   - Identification of strategic priorities: Utilize all publicly available information and gather additional information directly from the organization.
V. Strategy Development
   - Based on the strategic priorities identified through your organization, develop a set of recommended strategies that addresses the organization’s weaknesses, builds on its strengths, and allows it to respond strategically to its external environment.
VI. Implementation Steps and Concerns
   - Recommend a set of next steps to implement the strategies proposed. Identify potential roadblocks to implementation and outline a set of metrics to determine if your strategy solutions are working.
VII. Brief Description of Alternative Strategies
   - Develop a brief “Plan B” in the event your proposed strategies are rejected by your client or fail when implemented.

**Deadlines!**

a. **Case Proposal and Performance Metrics** – Due in class – Session 3
   - 1-2 pages briefly describing your organization and why it would make an interesting case. Guidelines for performance metrics will be distributed.

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

c. **Draft Final Case Analysis (Sections I – VII)** – Due in Class – Session 12
   - 10-12 page (recommended) case analysis. The case analysis combines your strategic assessment with discussion of how the organization should respond, challenges or barriers to implementation, and a potential alternative course of action.

a. **Final Case Studies** – Due by e-mail to me before 11:59 PM, Monday May 7. If possible, send your case study as a single PDF file.
## COURSE SESSION CALENDAR

### INTRODUCTION

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<td>1</td>
<td>Introduction</td>
<td>Tues 1/24 &amp; Wed 1/25</td>
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<td>2</td>
<td>What is Strategy?</td>
<td>Tues 1/31 &amp; Wed 2/1</td>
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### DEVELOPING AN ORGANIZATIONAL STRATEGY

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<td>3</td>
<td>Models of Strategy Formation</td>
<td>Tues 2/7 &amp; Wed 2/8</td>
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<td>4</td>
<td>Strategic Assessment of the Environment</td>
<td>Tues 2/14 &amp; Wed 2/15</td>
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<td>5</td>
<td>Strategic Assessment of the Organization</td>
<td>Tues 2/21 &amp; Wed 2/22</td>
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<tr>
<td>6</td>
<td>Developing Growth Strategies</td>
<td>Tues 2/28 &amp; Wed 2/29</td>
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<td>7</td>
<td>Developing Lean/Stable Strategies</td>
<td>Tues 3/6 &amp; Wed 3/7</td>
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### Spring Break

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<td>Developing Cooperative Strategies</td>
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<td>9</td>
<td>Team Case Analysis Workshop</td>
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### IMPLEMENTING STRATEGY

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<td>10</td>
<td>Organizational Change Simulation</td>
<td>Tues 4/3 &amp; Wed 4/4</td>
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<tr>
<td>11</td>
<td>Implementing Changes in Structure</td>
<td>Tues 4/10 &amp; Wed 4/11</td>
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<td>12</td>
<td>Engaging your workforce in Strategic Change</td>
<td>Tues 4/17 &amp; Wed 4/18</td>
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### STRATEGY AND LEADERSHIP

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<td>13</td>
<td>Team Case Analysis Workshop</td>
<td>Tues 4/24 &amp; Wed 4/25</td>
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<td>14</td>
<td>Strategy &amp; Leadership</td>
<td>Tues 5/1 &amp; Wed 5/2</td>
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### CASE STUDIES

Final Case Studies before 11:59 PM, Monday May 7 by e-mail to me.
Weekly Topics, Readings, Cases & Assignments:

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

**Case:** Until All of Us are Home: The Process of Leadership at Project HOME (Electronic Hallway) – **Note: NO CASE RESPONSE THIS WEEK!**

**Assignment:** Mission Statements

| Session 3 | Developing Strategy and the Strategic Planning Process |

**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 Analysis Proposal Due

| Session 4 | Assessing Your Environment |

**Readings:**
- Kearns 50-107

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

**Readings:**
- Kearns 108-134

**Case:** The Nature Conservancy (Harvard Business 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:** Pratham - Every Child in School and Learning Well (Harvard Business School)

**Assignment:** Draft Team Case Analysis Due
Session 9 Student Case Analysis Workshop I

**Readings:** The Case Analysis Strategic Assessments of the peer teams in your assigned groups.

Teams will present their case analysis strategic assessments and give feedback to the peer teams in their assigned groups.

Session 10 Organizational Change Simulation

**Jefferson Company Change Management Simulation**

Session 11 Implementing Change – Structure & Resources

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

**Case:** Aligning Resources to Improve Student Achievement: San Diego City Schools (A) (Harvard Business School)

Session 12 Implementing Change – Engaging your Workforce

**Readings:**

**Case:** Mayor Anthony Williams and Performance Management in Washington, DC (Harvard Kennedy School)
Session 13 Student Case Analysis Workshop II

Readings:
- Draft Final Case Studies of your peers in your assigned group

Students will present their team strategy case studies and give feedback to peers teams in their assigned groups

Session 14 Leadership, Course Wrap up & Reflections

Readings:
Kearns 317-326

Case: Total Organization Simulation

Assignment: Draft Final Case Analysis