COURSE INFORMATION

Instructor: Melanie Raoul
Email: mhr278@nyu.edu
Class dates: Tuesdays, – January 28th to May 6th
Class time: 4:55 – 6:35
Location: Room 269, Global Center for Academic and Spiritual Life, 238 Thompson Street
Office Hours: On Request (by email)

Note: Please email me your completed Student Information Sheet by January 28th.

COURSE OVERVIEW

All organizations – government agencies, NGOs, non-profits or private companies with a public purpose – face leadership and strategic challenges, often in ambiguous, changing, and unpredictable economic, social, or political contexts.

In order to deal effectively with these challenges, managers need to acquire knowledge and skills related to strategy. Strategic management entails setting, articulating, and aligning goals in accordance with the organization’s mission; handling complex trade-offs between demand for services and resource constraints; negotiating organizational change; defining measures of success; improving work processes and motivating staff, volunteers, and other stakeholders; cultivating relationships and partnerships with relevant groups; decision-making and dealing with crises and environments in transition. In other words, leaders and managers need to think, decide, and act strategically, both in organizational affairs and in matters affecting their capacity for leadership. For this reason, this course is required for all students in the MPA with specialization in management.

COURSE OBJECTIVES

The aims of this course in Strategic Management are the following:
1. To deepen your understanding of the manager’s role as planner, decision-maker and leader.
You will enhance your ability to apply diagnostic reasoning to your role as a manager.
2. To improve your communication skills, to ensure clear articulation of goals and how to achieve them. Case studies will be used to put strategies into practice.
3. To introduce specific tools, processes, and frameworks that serve to analyze short- and long-term issues confronting an organization and to develop strategic plans and management systems that produce results.
4. To explore the role of reflective leadership in achieving strategic change.

**READINGS**

Students are expected to be prepared for class discussions and participate fully. They will be encouraged to share their own experiences relevant to the topics and cases being explored. There will also be a handful of guest speakers with a range of experience. Information about visitors will be posted on the class website.

The two required texts for the course will be available at the NYU Bookstore, online, or on library reserve:


A series of case studies will be available for purchase at [www.ksgharvard.edu](http://www.ksgharvard.edu/) or [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu). You will be required to submit four case responses throughout the semester.

**COURSE REQUIREMENTS**

1. **Case Reports (40%)**
   Four case responses (10% each), one in groups (see class 7) and three individually (select three cases from classes 2, 3, 4, 9 or 12) of no more than 3-5 pages in length, will be required (see course schedule for cases). Each response should be based on the readings assigned for that week as well as prior readings. State one problem presented by the case and briefly explain the context in which key decisions must be made. Next, describe and assess proposed solutions to the problem, which you believe is the best course of action, and your reasons. Identify the next steps if your proposed solution is adopted and outline a “Plan B” in the event that your proposed solution fails. Show how the readings informed your understanding of the case and influenced your decision-making process. Do not attempt to address every issue in the case, focus on your analysis of the problem and propose a potentially viable solution.

2. **Team Strategic Planning Project (35%)**
   Since strategy is so often formulated in groups, members of the class will be divided into teams of three or four for this assignment. This will allow you to gain awareness of how strategic decision-making works. This project will provide an opportunity to apply what you have learned in the context of a specific organization of your team’s choice - probably one that a team
member is familiar with or that the team wants to learn more about. Your team will be “hired” as a consultant to tackle a strategic problem or address an opportunity to improve the work of the organization. Using the tools and concepts introduced in the course you will provide the organization’s management team with a 10-15 page report that analyzes the situation and recommendations on how to move forward. Your paper should:

1. Describe the problem or opportunity you are addressing;
2. Analyze the situation using specific management tools and concepts;
3. Provide short and long term recommendations to management.

Three elements will be evaluated:
- a 2 - 3 page abstract outlining the project (5%)
- a written report of 10 - 15 pages (excluding references and appendices) and a presentation of your project to the class (30%)
- Note: Individual grades for the project will be based on an amalgam of the instructor’s assessment, peer evaluation, and self-evaluations.

3. Class Participation (25%)
Your active participation is critical. Productive discussion depends on students reading and analyzing the materials beforehand and coming to class ready to present a diagnosis of the problems presented and possible solutions.

COURSE POLICIES:

- **Attendance:** You should arrive to class on time. Any absence must be explained and justified, preferably beforehand.
- **Late Assignments:** Extensions will be granted only in case of an emergency, out of respect for those who abide by deadlines despite hectic schedules. Late submissions without prior permission will be penalized by ½ a letter grade per day (eg B+ to B).
- **Students with disabilities:** Any students requiring accommodation should contact me to make proper arrangements. Please be prepared to share your documentation from the NYU disabilities office.
- **PNYU/Wagner Grading Policy:** [http://wagner.nyu.edu/current/policies/grading.php](http://wagner.nyu.edu/current/policies/grading.php)
- **NYU/Wagner Academic Integrity Policy:** [http://wagner.nyu.edu/current/policies/academic-integrity.php](http://wagner.nyu.edu/current/policies/academic-integrity.php)
COURSE SESSION CALENDAR

1. Introductions and what is strategy? 1/28/14
3. Management and Leadership 2/11/14
4. Models of Strategy Formation 2/18/14
5. Strategic Assessment of the Environment 2/25/14
9. Collaborative Strategies 4/1/14
10. The Strategic Plan and Strategic Management Systems 4/8/14
11. Implementing the Strategic Plan 4/15/14
12. Organizational Change Strategies and Implementation 4/22/14
13. Strategic Plan Reviews and Engaging Staff/Volunteers/Stakeholders in Strategic Change/Management 4/29/14
14. Strategic Plan Reviews and Course Reflections 5/6/14

COURSE SCHEDULE AND ASSIGNMENTS

Class 1: Introductions (January 28th)
This class will enable us to share our expectations and objectives for the class. The syllabus will be distributed and reviewed.

Readings:
- Moore, Intro and Ch. 1. (pp. 1-23)
- Kearns, Chapter 1 (pp. 3-31)

Class 2: Strategy, Mission & Vision (February 4th)


Readings:

Class 3: Strategy and Leadership (February 11th)

Case: The Cuban Missile Crisis. Watch the movie Thirteen Days (2000) (view prior to class) copy available on YouTube: http://www.youtube.com/watch?v=tho5ZYLiuc

Readings:

Class 4: Developing Strategy: Models of Strategy Formation (February 18th)

Case: Appalachian Mountain Club, Electronic Hallway, 2000

Readings:
• Kearns, Chapter 2 (pp. 32-49)
• Moore, Chapter 3 (pp. 57-102)
• Smerecht, Peter. “Strategic Planning on a Budget”, Nonprofit World: July/Aug 2005, 14-16.
• Ten Keys to Successful Strategic Planning for Nonprofit and Foundation Leaders TCC Group (http://www.tccgrp.com/)

Class 5: Assessing Your Environment (February 25th)

Readings:
• Kearns, Chapter 3 (pp. 50-107)
• Moore, Chapter 4
• Arrick, Ellen with Felicia Khan. Scanning the Landscape: Finding Out What's Going On


Optional:

Assignment: Strategic plan abstract due

Class 6: Internal Assessment (March 4th)

Readings:
- Kearns, Chapter 4 (pp. 108-134).
- Moore, Chapter 5.

Optional:

Class 7: Growth Strategies (March 11th)

Case: The Social Security Administration (Group response)

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

Assignment: Group case response due
Class 8: Retrenchment/Stability Strategies (March 25th)

Readings:
- Kearns, Chapters 6-7 (pp. 162-240)

Class 9: Collaborative Strategies (April 1st)

Case: Social Service Mergers: Hope Services and Skills Center, Stanford Graduate School of Business, 2008

Readings:
- Kearns, Chapter 8 (pp. 241-270).

Class 10: Strategic Plan and Management Systems (April 8th)

Readings:
- Moore, Chapter 4 (pp. 103-134).

Class 11: Implementing the Strategic Plan (April 15th)

Readings:
- Moore, Chapter 5 (pp. 135-189).
- Marin, Jean Charles, “Impact of Strategic Planning and the Balanced Scorecard”, University of Quebec.

Class 12: Organizational Change Strategies (April 22nd)

Case: Case 4-Mayor Anthony Williams and Performance Management in Washington, DC (Harvard Kennedy School)

Readings:
• Kearns, Conclusion (271-316).

Class 13: Strategic Plan Reviews, Engaging Staff/Volunteers/Stakeholders in Strategic Management (April 29th)

Readings:
• Moore, chapter 6-7 (pp. 193–292).

Assignment: Strategic plan presentations and reviews

Class 14: Strategic Plan Reviews, Class Reflections (May 6th)

Readings:
• Moore, conclusion (pp. 293-309).

Assignment: Final strategic plan presentations and reviews; All group strategic plans due in class.