



Strategic Management and Leadership
PADM-GP 2110
Summer 2021



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 2110

**Strategic Management and
Leadership
Summer 2021**

INSTRUCTOR:

Brennon Marcano

Email:

bm112@nyu.edu

Class: Wednesdays 5:00pm – 8:00pm (May 26 – July

14) Location: TBA

Office Hours: On Request (Email or call 917-288-2420)

Please see Instructor Bio at back of syllabus

Please see Student Information Sheet, to be submitted to Professor Marcano **by the first class** (no later than second class).

COURSE OVERVIEW:

Managing an organization in itself is extremely challenging as functions, roles and lines of business must all interact seamlessly in order for the entity to be truly efficient and effective. This task becomes even more daunting as market mechanics and other external factors can unexpectedly affect an organization's strategy. Paying attention to one bottom line is difficult far less two (or three). Public Service Organizations are constantly battling with balancing a double bottom line of fiscal and social equity. In our current volatile climate it becomes not only important to be able to be strategic around organizational decisions, it is critical. This course is geared towards equipping current and future managers of public service organizations with the skills necessary to become strategic leaders and managers. We will cover topics such as the following:

1. Understanding an Organizational Core Ideology and Values
2. Leading from an Organizational Purpose (Vision)
3. Working within a mission
4. Defining Strategic Anchors
5. Knowing your Sandbox
6. Understanding your economic engine
7. Defining your value proposition
8. Brand Promise
9. Having a BHAG
10. SWOT Analysis
11. Having a clear Implementation Plan

COURSE OBJECTIVES:

Students completing this course will have: (1) a deeper understanding of the leader and manager’s role as a strategist, planner, designer of structure, and decision maker using diagnostic reasoning and organizational cues; (2) the ability to identify and analyze critical short term and long term issues confronting an organization and make recommendations for strategic solutions;

(3) the ability to tailor strategy that is consistent with the organization’s core ideology and long- term strategic thinking; (4) the skill and will to utilize strategic planning and management systems to produce results and (5) a good understanding of the role of leadership in achieving strategic change particularly in public service organizations.

READINGS:

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

- Kevin P. Kearns, Private Sector Strategies for Social Sector Success: The Guide to Strategy and Planning for Public and Nonprofit Organizations, Jossey-Bass, 2000.
- Mark H. Moore, Creating Public Value: Strategic Management in Government. Harvard University Press, 1997.

ASSIGNMENTS & GRADES:

Your grade in this course is based on the following:

Participation	10%
Project	50%
Midterm	15%
Final Exam	25%

IMPORTANT, PLEASE READ/REVIEW THE FOLLOWING POLICIES:

- NYU/Wagner Academic Integrity Policy: <http://wagner.nyu.edu/current/policies/>
- NYU/Wagner Grading Policy: <http://wagner.nyu.edu/current/policies/grading.php>

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

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Academic accommodations are available for students with disabilities. Please visit the Moses Center for Students with Disabilities (CSD) website and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

NYU's Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

NYU's Wellness Exchange

NYU's Wellness Exchange has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

PROFESSOR POLICIES:

- Attendance is critical. You are allowed **one** excused absence over the course, **with prior notice**. More than one absence will **dramatically** impact participation grade.
- Readings may not be directly discussed in class but provide necessary background and context for discussions and so it is imperative to be up to date with reading assignments
- **Final project is due on time**. You will lose 5 points off of your final project score for every day late.

**Strategic Management of Public Service Organizations
Grading Criteria for Papers– Summer 2020**

Criteria	Points
<p>1. Overall writing The writing is fluid; sentences/paragraphs are well structured; proper grammar; shows command of graduate level vocabulary and understanding of concepts; polished, not drafty.</p>	(25)
<p>2. Professional presentation Correct spelling/no typos; length limits honored; timeliness and other instructions followed.</p>	(10)
<p>3. Strength of Position Presented (Analytical level) Uses material from class to develop and support ideas; demonstrates effort to integrate materials; memo has a logical flow that presents and develops a clear, unified position/argument; argument is consistent (no contradictions or gaps) and based on critical thinking.</p>	(25)
<p>4. Positions and Recommendations - Reflect critical theories and policy considerations in non profit sectors - Applies insights to a practical discussion of management and/or policy making.</p>	(30)
<p>5. References - References are used and cited appropriately*; at least two readings are cited and used when applicable.</p>	(10)

*You can use ANY reference system of your choice, as long as you are consistent.

Strategic Management and Leadership - Student Information

1. Your name:

2. Your specialization at Wagner (if not a Wagner student, specify your NYU program location):

3. Your year at Wagner (or at your NYU program):

4. Your status as a student (part time or full time):

Background:

5. Present work status:

Not working?

Working as an intern? Where and for how long?

Working as a paid employee? Where, for how long, doing what?

6. Previous work /volunteer experience:

Describe any experience in government or non profit organization:

How many years altogether have you worked as a paid employee?

Briefly describe a relevant, recent job that illustrates your work experience (place and work assignment)

7. Briefly describe your motivation for taking Strategic Management of Public Service Organizations:

8. Please state your expectations for the Strategic Management course.

COURSE CALENDAR:

INTRODUCTION

1. Introduction, Overview of the Public Sector and Non Profits and the Leadership Role;
Due: Personal Information
2. What's In an Ideology? -- Analyzing an organization's ideology and values
Due: Tri-sector case study analysis
3. Building Off Ideologies – Supporting an organization's purpose; Identifying the organization's audacious goals (BHAG)
Due: Project; Project Core Ideology and Values, Project Vision

DEVELOPING STRATEGY

4. Start with the mission; Knowing your sandbox
Due: Project BHAG, Project Mission
5. MIDTERM; Defining the value proposition, Understanding the promise attached to the brand
Due: Project Sandbox
6. Midterm Revisited Creating strategic pillars; Defining an economic engine, SWOT analysis
Due: value proposition, brand promise, Project Strategic Pillars

IMPLEMENTING STRATEGY

7. Implementing the Strategic Plan/Strategy; Measuring Results
Due: Economic Engine, SWOT Analysis, Strategic Plan/Strategy

FINAL CLASSES

8. Final Exam

WEEKLY READINGS AND ASSIGNMENTS:

Wed, May 26th, 2021

Class 1 Introductions/Leadership Role

Readings:

- Kearns, Chapter 1 (3-31)
- Moore, Introduction, Chapter 1-2 (1-56)

Assignment:

1. Analyze a scenario where a swap in sector could have produced better results e.g. if a private sector initiative would have been better managed in the public sector or vice versa.

Wed, June 2nd, 2021

Class 2 Analyzing an organization's ideology and values

Readings:

- Kearns, Chapter 2 (32-49), 3 (50-107)
- Moore, Chapter 3 (57-102)

Assignment:

1. Identify or create your project company's core ideology and values and assess their effectiveness.

Wed, June 9th, 2021

Class 3 Building Off Ideologies/ Identifying the Organization's Audacious Goals

Readings: Kearns, Chapter 4 (108-134), Chapter 5 (135-161)

Assignment:

1. Identify or create your project company's vision;
2. Identify or create your project company's BHAG

Wed, June 16th, 2021

Class 4 Start with the Mission/ Knowing Your Sandbox

Readings:

- Kearns, Chapters 6-7 (162-240)
- Moore, Chapter 4 (103-134)

Assignment:

1. Identify or create your project company's mission

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2. Identify or create your project company's sandbox

Wed, June 23rd, 2021

Class 5	MIDTERM/Defining the Value Proposition/Promise Attached to the Brand
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Readings:

- Kearns, Chapter 8 (241-270), Chapter 9
- Moore, Chapter 5 (135-189)

Assignment:

1. Identify or create your project company's value proposition and brand promise

Wed, June 30th, 2021

Class 6	Creating Strategic Pillars/ Defining an Economic Engine, SWOT Analysis
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Readings:

- Moore, Chapter 6 (193-238), Chapter 7 (239-292)

Assignment:

1. Identify or create your project company's strategic pillars
2. Identify or create your project company's Economic Engine, SWOT Analysis

Wed, July 7th, 2021

Class 7	Implementing the Strategic Plan/Strategy/ Measuring Results
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Readings: NONE

Assignment:

1. Identify or create your project company's Strategic Plan and add to final project
2. Identify or create your project company's Key Performance Indicators and add to final project
3. **Complete your project**

Thurs, Jul 14th, 2021

Class 8	FINAL
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Readings: NONE

Assignment: NONE

Professor Bio



Brennon Marcano is the CEO of The National GEM Consortium, a national non-profit that provides fellowships to underrepresented groups to pursue their Masters and PhDs in STEM-related fields. He has over 20 years of experience in the private and nonprofit sectors. His leadership experience spans multiple industries, primarily financial services, technology, and media and entertainment.

Prior to joining GEM, Brennon was the Executive Director of the Council of Urban Professionals (CUP) where he grew their corporate partnerships by 50% over two years and implemented many new training initiatives for their constituents. Prior to CUP, he was the Executive Director of Workforce Opportunity Services (WOS), an innovative non-profit. Under his leadership, over a nine-year period, the organization grew to an entity with a budget of over \$10 million operating in nine states (19 cities) and internationally in France (under the name SocialLift).

Before his leadership roles in the non-profit sector, Brennon spent the majority of his career on Wall Street at Prudential. There he undertook progressively challenging assignments and held technology leadership roles for over a decade. He was in charge of the firm's IT portfolio management tool used by the Corporate Chief Information Officer for critical decision-making.

He was the Editor In Chief at CLASS (Caribbean Latin American Sights and Sounds) magazine, later known as Black Diaspora magazine.

Brennon is a board trustee of the City University of New York's School of Professional Studies Foundation Board.

Brennon holds a Master's degree in Technology Management from Columbia University and a Bachelor of Arts in Business Journalism from Baruch College. He is a Stephen H. Gayle Memorial Fellow and has received scholarships from Baruch College and Reuters, as well as been featured in CIO Insight magazine as a future leader in technology (April/2007).