Instructor: Professor Jeffrey D. Straussman
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Office Hours: Tuesday, 15:00-17:00 and by appointment
Class Hours: Tuesday, 5:45-9:25
Room: Husted 013

Course Description

This course, *Strategic Management*, examines examples of large-scale change in governments and non-profit organizations either in the way(s) organizations do their work, engage with their stakeholders or engage with the private and non-profit sectors through collaborations and partnerships. Thinking strategically is common in the private sector; however, with selected exceptions such as national defense and security, it is less well understood and practiced in other policy areas.

Some of the themes of the course are reflected in the following questions:

*What is the meaning of strategy, especially when applied to and in government and non-profit organizations?*

*How can managers learn to think strategically?*

*What are some of the obstacles to strategic management in government and non-profit organizations and how can they be overcome (or not)?*

*What are some of the contemporary examples of strategic management most widely used in government and non-profit organizations?*

Assessment

1) **Participation in class discussions (15%).** You will be assessed in terms of your contribution to the discussions and analyses of cases and required readings. Please read
them before coming to class and be prepared to be an active participant in these discussions. If you are not in class, by definition, you cannot participate. After each class I will record your contribution to the class session. If you are not in class your contribution will be zero. In addition, in-class exercises listed on the syllabus require your preparation in advance of the class so that you are able to participate effectively. You may also be assigned the responsibility of initiating and directing discussion of a case or required reading. If you are unprepared this will affect your class participation score. (Acceptable excuses such as illness will be exempted from this rule.) It will be useful to have a laptop, IPAD or smart phone to do internet searches in class. However, they should not be used to check emails, Facebook, etc. during the class.

2) Two Individual memos (40%) The individual memo is a maximum of five pages (12 point font, one-inch margins), double-spaced. The memos will be based on two cases in the syllabus: (1) Homelessness in Harvard Square: Multi-Stakeholder Collaboration in Action—due on 10/27—and (2) Taiwan’s High Speed Rail, due of 11/22.

You should write your decision memos as though you are a manager who has been asked to provide guidance, feedback, and recommendations to a superior. You should not reiterate what is in the case. You must offer specific examples and recommendations. It is important to fully develop your recommendations. Do not simply present a bulleted list of options. The leader requesting your memo wants recommendations that can be implemented; therefore, you must justify your recommendations. Part of this justification should include the implications, positive and negative, of pursuing a particular strategy or decision based on the recommendations presented. Late papers will not be accepted.

4) Application paper (20%). There will be an individual paper assignment that focuses on a so-called “wicked” policy problem. Examples are list in part X of the syllabus. Your task is to analyze what you believe are the key strategic challenges in the wicked problem that you select. The paper will require research that goes beyond the readings and cases in the course. You should prepare this paper as if you were planning a 10 minute briefing to a senior group of policy makers. The paper should have an executive summary and be no more than 10 pages in total including your executive summary and references and any tables, charts or figures. In addition, you should prepare a Power Point presentation with a maximum of six slides. The paper should briefly describe the issue and emphasize the strategic challenges that you believe are most important. The due date is the last class session. Late submissions will not be accepted. The oral presentation should be approximately 10 minutes with five minutes of Q&A. This will occur on the last day of class—December 6th.
5) **Final examination (25%)**. The final examination will be comprehensive and include questions that cover topics from the beginning of the course. The final examination will be a take home examination. You will receive the examination electronically and have 72 hours to complete the examination and return it electronically. Late examinations will not be accepted without a documented valid explanation. Adhere to the word limit noted for each question.

**Class format**

Most class sessions will focus on two cases and additional required readings. Cases are drawn from several different countries and reflect different aspects of strategic management. While you will not be expected to become experts about these countries, it will be important to appreciate some of the nuances of the various country settings that are embedded in the cases. Some class sessions will include small group, in-class exercises. You are expected to read the materials in advance of the class session and be prepared to discuss both the cases AND the required readings. Some cases and readings are available through Blackboard. Some cases must be purchased from the Harvard Business School Press or other case banks. These cases are followed by (HP) for HBS Press or (CC) for cases from the Case Centre. Additional information will be provided in the first class session. Use the first link below for the Harvard Business School Press cases and the second and third links for the Case Centre cases. Note that it will be important for you to have these cases for each class session.

[http://cb.hbsp.harvard.edu/cbmp/access/50526238](http://cb.hbsp.harvard.edu/cbmp/access/50526238)

For cases identified as CC (Case Centre) use the following link to pay for and access the cases:

[http://www.thecasecentre.org/students/course/registerForCourse?ucc=C%2D916%2D185035%2DSTU](http://www.thecasecentre.org/students/course/registerForCourse?ucc=C%2D916%2D185035%2DSTU)

[http://www.thecasecentre.org/students/course/registerForCourse](http://www.thecasecentre.org/students/course/registerForCourse)

and enter the Course Pack code C-916-185035-STU
About the instructor

Jeffrey D. Straussman was Dean, Rockefeller College of Public Affairs & Policy, University at Albany, State University of New York from 2006 to 2011. From 2011-2013 he was a visiting professor and Vice Dean for Executive Education at the Lee Kuan Yew School of Public Policy, National University of Singapore. He was previously on the faculty of the Maxwell School of Citizenship and Public Affairs, Syracuse University and was Associate Dean and Chair of the Department of Public Administration from 2000 to 2006. His areas of expertise include public management and leadership, public expenditure management and administrative reform in developing and transitional countries. In 1992 he was a Fulbright Scholar at the Budapest University of Economic Sciences (now called Corvinus University) where he taught public management and policy analysis and assisted Hungarian faculty in the development of a public affairs department. He has lectured and consulted internationally on subjects including managing for performance, leadership, public budgeting, and public affairs education. His work has taken him to Macedonia, Montenegro, Serbia, Israel, Venezuela, Italy, Czech Republic, China, Bulgaria, Brazil, Portugal, Russia, Jordan, Lebanon, Zimbabwe, Kazakhstan, Thailand, Malaysia, India, and Vietnam.


Straussman received his bachelor’s from Hofstra University, a master’s in political science from Hunter College, and his doctorate in political science from the Graduate Center, City University of New York. He is a Fellow of the National Academy of Public Administration.

Outline

I: WHAT IS STRATEGY? (8/30 and 9/6)

Preview:

(1) Overview of the course.
(2) In-class discussion and exercise on the Happy Days Café case (handout)

Readings:


Cases:

The U.S. Postal Service (CC)

Indian Railways (CC)

In-class exercise: Select an international non-governmental organization (INGO) such as Doctors Without Borders, World Vision, International Red Cross, Catholic Relief Services, International Rescue Committee, CARE or OXFAM.

Look at the website site of the INGO. What is the mission of the organization? Can you discern a “corporate strategy” from the website?

Case:

From Alliance to International: The Global Transformation of Save the Children

II: Strategy Formulation (two sessions) (9/13 and 9/20)

Readings:


**Cases:**

Lovelife: Preventing HIV Among South African Youth A and B *(HP)*

(Note: Do not read part B. Rather, bring it to class and we will read it AFTER discussion of Part A.)

Budget Woes and Worse Ahead...Pine Street Inn, Boston’s Iconic Homeless Shelter, Re-Thinks Its Strategy *(HP)*

HIV in Thailand: The 100% Condom Program *(HP)*

**In-class exercise:** Applying Porter’s five forces framework to the 100% condom program (group based).

**In-class exercise:** Select a government agency or a large non-governmental organization (NGO).

Describe the “value proposition” that is intended to drive that agency or NGO. Be prepared to do this in class for 10 minutes.

**III: ENVIRONMENTAL SCANNING (9/27)**

**Readings:**

Morrison, J. Environmental Scanning.


**Case:**

Live from the Met (A) and (B) *(HP)*

**In-class exercises:**

1. Select an organization and do a “first cut” environmental scan using a SWOT analysis. The organization can be either a government organization or a non-profit organization.
2. What seems to be the impact of MOOCS on for-profit universities? This is a “quick and dirty” desk exercise and analysis.

**IV: RESOURCES, CAPACITY AND COMPETENCIES (10/4)**

**Readings:**


Have you tested your strategy? *McKinsey Quarterly*


**Case:**

The Dabbawala System: On-Time Delivery, Every Time *(HP)*

https://www.youtube.com/watch?v=o-mI7RTf_R4

Visionspring in India: Enabling Affordable Eyeglasses for the Poor *(CC)*

**V: STAKEHOLDERS (10/18)**

**Reading:**


Freeman, R. and Mc Vea, J. (nd) A Stakeholder Approach to Strategic Management (Darden working paper 01-02).

Cases:
Financing the Theun Hinbourn Hydroelectric Project
All the Maharajah’s Men

VI. COLLABORATION AND NETWORKS  (10/25)

Readings:


Cases:
Homelessness in Harvard Square: Multi-Stakeholder Collaboration in Action  (HP)
Creating and Managing Economic Competiveness: The Saudi Arabia Investment Authority  (HP)

MEMO ASSIGNMENT DUE

VII: Services and Performance  (11/1 and 11/8)

Readings:


**Cases:**

Child Protect (A), (B), (C)  
Artesanias de Colombia  
Homestead Air Force Base  
Atlanta Schools

**VIII: Strategic partnerships across sectors (11/15 and 11/22)**

**[A] Privatization**

**Reading:**


**Case:**

Cochin International Airport

**[B] Outsourcing**

**Readings:**


Case:

Oklahoma’s Milestones Reimbursement System: Paying for What You Get

[C] Public-Private Partnerships

Readings:


Cases:

Taiwan’s High Speed Rail: A Public-Private Partnership Hits a Speed Bump

Lesotho Hospital (HP)

Memo Assignment Due

IX. Initiating and implementing large scale economic development (11/29)

Reading:


Cases:

Dharavi: Developing Asia’s Largest Slum (A) and (B) (HP)
X: Applying Strategic Management to complex policy challenges: wicked problems (12/6)

Readings:


Examples of “wicked” policy challenges

1) Improving economic competitiveness of upstate New York
2) Combatting international terrorism
3) Global warming
4) Solving the refugee problems in Europe and the Middle East
5) Is wildlife poaching a wicked problem?
6) Disaster risks and resiliency
7) Illegal immigration in the US
8) Combatting obesity