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 how can they be overcome (or not)?*

*What are some of the contemporary examples of strategic management most widely used in government?*

**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 0. 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. If you are unprepared this will affect your class participation score. (Acceptable excuses such as illness will be exempted from this rule.)

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) Dharavi: Developing Asia’s Largest Slum (A) and (B) and (2)—due on 10/13—and (2) Homelessness in Harvard Square: Multi-Stakeholder Collaboration in Action—due on 10/27.

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. The selection of the cases and the due dates will be given after the start of the semester. Late papers will not be accepted.

4) Group assignment (20%). There will be a group-based case study assignment based on research and presentation of a major strategic challenge. Groups will have two or three members depending on class size. The written part of the assignment should be a maximum of 10 double-spaced pages including references, tables, figures, etc. The paper should briefly describe the context, the immediate response(s) and the strategic challenges going forward. You should write this as if you are part of a special task force established to advise a cabinet officer responsible for coordinating the government’s effort to deal with any future situations similar to the one you have been assigned to. Consider part of your paper and presentation as “lessons learned.” The due date is the last class session. Late submissions will not be accepted. In addition, the group should prepare an oral presentation to the class. The presentation should be approximately 15 minutes with 10 minutes of Q&A. The group should prepare a one page abstract for the class and a Power Point presentation with a maximum of six slides.
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 limited noted for each question.

**Class format**

Most class sessions will focus on a case (occasionally two cases) and additional required readings. 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. These cases are followed by (HP) on the syllabus. Additional information will be provided in the first class session. Use the link below for the Harvard Business School Press cases.

[https://cb.hbsp.harvard.edu/cbmp/access/38285253](https://cb.hbsp.harvard.edu/cbmp/access/38285253)

**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 has published widely in the areas of public finance and budgeting, public management and administrative reform in transitional countries. His work appears in a variety of professional journals such as *Public Budgeting & Finance, Administration & Society,*

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.

Outline

I: WHAT IS STRATEGY? (9/1 and 9/8)

Preview: In-class discussion and exercise on the Happy Days Café case (handout)

Reading:


Case:

Lovelfie: 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.

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?
II: Strategy Formulation (two sessions) (9/15 and 9/29)

Reading:


Cases:

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 exercises: 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 five minutes.

III: ENVIRONMENTAL SCANNING (10/6)

Reading:


**Case:**

The Dabbawala System: On-Time Delivery, Every Time  (HP)
[https://www.youtube.com/watch?v=o-m17RTf_R4](https://www.youtube.com/watch?v=o-m17RTf_R4)

**In-class exercise:** 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.

**IV: RESOURCES, CAPACITY AND COMPETENCIES  (10/13)**

**Reading:**


Have you tested your strategy? *McKinsey Quarterly*


**Case:**

Dharavi: Developing Asia’s Largest Slum (A) and (B) (HP)

**MEMO ASSIGNMENT DUE**

**V: STAKEHOLDERS  (10/20)**

**Reading:**


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


**Case:**

Financing the Theun Hinbourn Hydroelectric Project
VI. COLLABORATION AND NETWORKS (10/27)

Reading:

Interorganizational Networks IBM Center


Case:

Homelessness in Harvard Square: Multi-Stakeholder Collaboration in Action (HP)

MEMO ASSIGNMENT DUE

VII. Privatization (11/3)

Reading:


Case:

Cochin International Airport

VIII. Outsourcing (11/10)

Reading:


**Case:**

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

**IX. Public-Private Partnerships**

**Reading:**


**Case**

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

**X. Services and Performance**

**Reading:**


**Case:**

Homestead Air Force Base
XII. Initiating and implementing strategic change        (12/1)

Reading:


Case:

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

XIII: Applying Strategic Management to complex policy challenges: group project presentations    (12/8)

GROUP PRESENTATIONS AND PAPERS DUE.