

SPEA V602

Strategic Management of Public and Nonprofit Organizations

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Course Objectives

Public and nonprofit organizations must design and deliver public programs and services with the flexibility, fairness, efficiency, and effectiveness necessary to not only promote the public good, but also to satisfy a diverse group of clients, stakeholders, and political principals. Strategic planning and management is, simply put, the most valuable tool that such organizations have to accomplish this incredibly difficult goal.

This class will provide you with an introduction to that tool. In doing so, it will focus on the questions that organizations must answer if they are set and achieve goals that allow them to thrive and produce public value. A sample of these include: What is the “public good” as we see it? Should we be doing something differently in pursuit of it? Who within the organization (or outside of it) should make that decision? How much can we do differently given existing constraints? What should we do differently? How can we make sure that talking about change *actually* results in change?

At the end of the semester you will not have a wrote answer for each of these questions. What you will have, hopefully, is an understanding of the *process* by which you can go about answering them in the public and nonprofit organizations that you will work in and manage.

Required Texts

- John M. Bryson. 2011. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, 4th Edition. San Francisco: Jossey-Bass. ISBN: 978-0-470-39251-5
- John M. Bryson and Farnum K. Alston. 2011. *Creating Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*. 3rd Edition. Josey Bass. 2011. ISBN 978-0470-40535-2

Most weeks, there will be additional readings and cases. These are available in the resource tab of the OneCourse site.

Policies

ADA - If any student will require assistance or academic accommodations for a disability, please contact me after class, during my office hours, or by individual appointment. You must have established your eligibility for disability support services through the Office of Disability Services for Students in Wells Library W302, 812-855-7578. See <http://studentaffairs.iub.edu/dss/> for more information

Academic Dishonesty – If you are smart enough to be in graduate school at one of the top programs in the country, you are smart enough to know what plagiarism is and why not to do it. If you present others' work as your own on any of the written assignments, you will fail the class.

Attendance – see “*Class Participation*” in next section

Assignments and Grade Breakdown

Individual

Class Participation – 20% - This is a graduate seminar, which means that a good portion of the value added comes from the discussion of material. As a result, class participation is a must. Each student will be expected to read and digest the material in advance and be prepared to discuss it in class. The readings listed on the syllabus should all be completed by *MONDAY*, because it will not always be easy to predict what material we will get to on the first versus the second day of class in a given week.

In addition to discussing the readings, each student is responsible for participating in the discussion of the case for each week. In order to facilitate this, there will be an online component to the class. Specifically, the case leader for each week (see below) will post discussion questions to a forum on the Oncourse site on Sunday evening. Each of you will be expected to participate in an online discussion about the case and readings between then and Wednesday morning. Our Wednesday class sessions will be devoted to a recap/continuation/extension of those online discussions.

Leading a case discussion – 10% You will be required to lead discussion of one case during the semester. Sign up for the case discussion you wish to lead in the class spreadsheet. Cases will be allocated on a first-come, first-served basis. It is likely that many of you will be paired with another student(s) in leading the discussion. Do not sign up to share discussion leadership responsibility for a case, however, until at least one person has opted for each of the assigned cases. As noted above, you will be expected to develop and post discussion questions by Sunday evening of the week that your case is scheduled. You will also be responsible for facilitating the in-class discussion on Wednesday.

Each student is allowed 1 unexcused absence over the course of the semester. For other absences, you will need to coordinate with me before hand or provide a legitimate excuse ex-post. Each unexcused absence beyond the 1st will result in a 10% reduction in the participation grade.

Written Case Analysis – 15% The purpose of this analysis is to dig deeper into one of the cases we discussed during this module. The primary point of the exercise is to develop a deeper understanding of the strategic management issues raised in the case. You should feel free to use the insights provided by classmates in developing that understanding, though you should avoid citing them directly and instead use discussion forum insights as a jumping off point for your own thoughtful synthesis of the readings and the case. Remember, useful readings will often come from multiple topics that we have covered (rather than being limited exclusively to the week of the case you choose). Your analysis, which will be 4-6 pages long should follow this basic format:

- I. Introduction
- II. Description of the events in the case
- III. Description of the major strategic management/planning issues raised by the case
- IV. Analysis of the manner in which problems encountered by actors in the case could have been ameliorated by better planning or more strategic management of organizational resources/behavior
- V. Conclusion

Final Examination – 15% This exam will be take home exam which you will have 24 hours to complete. It will be open note, book, etc.... and will test you over any and all of the major themes covered in the lectures, readings, and cases. It will consist of both essay and short answer questions. It will go live on the cite at 5pm the day before our final exam is scheduled to be administered and be due under the assignments tab on the site by 5pm the day the exam is scheduled.

Team – The class will be divided into 4-5 person teams, which will be jointly responsible for the following assignment

Strategic Assessment – 40% Your case analysis will describe an organization, its environment, and the dynamics of some strategic management question facing the organization. Each team will be expected to make a presentation of their analysis in the final week of the course.

The strategic assessment should generally follow this format:

- I. Background & Brief History of the Organization/Initiative
- II. Brief Description of Current Organizational Context
- III. Field Analysis
 - Analyze the most important strategic trends in the policy field within which the organization operates, including economic and competitive characteristics of the field.
- IV. Organization Analysis

- Based on the findings from your field 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 field in which it is situated.

- Identification of strategic issues: Utilize all publicly available information and gather additional information directly from the organization if possible.

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.

Course Outline

Week 1: Introduction to Strategic Management

Required Readings

- Syllabus
- Moore, *Creating Public Value* Introduction and Chaps 1 & 2

Activities and Deliverables

- Students will make a short post to Introductions Discussion Forum with information about their professional and personal story.
- Students will select and sign up for a case for which they propose to lead the discussion when the case is scheduled on the syllabus. The spreadsheet is available at

<https://docs.google.com/spreadsheets/d/1IFJhqmKgG5xYvcQATlBxayGsUm-aK583dCMq7FloI8w/edit?usp=sharing>

- *Case Study Discussion*: London Borough of Lewisham and Lewisham PCT tobacco control services. (Section 5 and Annex E of PublicValuesCaseStudies). Questions will be posted to London Borough of Lewisham and Lewisham PCT tobacco control services Forum for student reflection, comment and exchanges during week 1.

Week 2: Why engage in strategic planning; Evolution and Frameworks

Required Readings

Bryson Chap. 1

Osborne & Brown 2005. “The volatile environment of public service organizations”; Bryson Chap.2

Activities and Deliverables

Case Study Discussion: The Columbia Accident.

Week 3: Agreeing on who and how

Required Readings

Bryson Chap 3; Bryson Resource A; Bryson Chap. 5; Bryson (2004) What to do when stakeholders matter. *Public Management Review*. 6 (March): 21-53.

Activities and Deliverables

Case Study Discussion: Changing a Hospital's Culture

Week 4: Mission and Mandates

Required Readings

Bryson Chap 4; Goodsell. 2010. *Mission Mystique: Belief Systems in Public Agencies*. Chaps 1, 2,

Activities and Deliverables

Case Discussion: Casa de Esperanza

Week 5: Identifying Strategic Issues; Formulating Strategies

Required Readings

Bryson Chap. 6; Bryson Chap 7; Brown 2010. “The evolution of public sector strategy.”; Alexander 2000. “Adaptive Strategies of Nonprofit Human Service Organizations in an Era of Devolution and New Public Management”

Activities and Deliverables

Case Study Discussion: MAYOR SCHELL’S ZERO HOMELESS FAMILY PLEDGE

Week 6: Strategic Budgeting

Required Reading

Schick, “The Road to PPB: The Stages of Budget Reform.” ; McNab and Melese, “Implementing the GPRA: Examining the Prospects for Performance Budgeting in the Federal Government.”; Glassberg, “Organizational Responses to Municipal Budget Decreases”

Activities and Deliverables

Case Discussion: Managing Cutbacks at the Washington Department of Social and Health Services

Week 7: Strategic Human Resources

Required Readings

Clardy, “The Strategic Role of Human Resource Development” ; Eisner et al. “The New Volunteer Workforce” Hager and Brudney, “Volunteer Management Practices and Retention of Volunteers.”

Activities and Deliverables

Case Discussion: Layoffs in the Public Sector

Week 8: Strategic Information Technology

Required Readings

Holley et al., “Strategic Information Systems Planning in U.S. County Governments: Will the Real SISP Model Please Stand up?”; Yang and Melitski, “Competing and Complementary Values in Information Technology Strategic Planning: Observations from Ten States” Groundwork Group, “The Impact of Technology on Nonprofit Organizational Effectiveness.” Hackler and Saxton, “The Strategic Use of IT by Nonprofit Organizations.”

Activities and Deliverables

Case Discussion: Technology in the Washington State Park System

Week 9: Performance Measurement and Management

Required Readings

Newcomer and Caudle, “Public Performance Management Systems: Embedding Practices for Improved Success” Kaplan “Strategic Performance Measurement and Management in Nonprofit Organizations.

Activities and Deliverables

Case Discussion: Planning for Success in Emerald City

Week 10: Strategic Communication

Required Readings

Mahoney, “Horizons in strategic communication”; Pfetsch, “Government News Management.”; Lovejoy and Saxton, Information, Community, and Action: How Nonprofit Organizations Use Social Media; Holder and Treno, “Media Advocacy in Community Prevention”

Activities and Deliverables

Case Discussion: HAS Meets the Press

Week 11: Strategic Collaboration

Required Readings

Milward and Provan 2006. “A managers guide to choosing and using collaborative networks.” {get from the IBM Center for the Business of Government}; Bryson, Crosby, Stone. 2006. “The design and implementation of cross-sector collaborations: Propositions from the Literature”

Activities and Deliverables

Case Discussion: Building a Managed Service Organization

[Case Analysis Due on Friday](#)

Week 12: Strategically Managing the Political Environment

Required Readings

Chaps 4 and 5 in Moore, *Creating Public Value*; Nicholson-Crotty, “Politics, Policy, and the Motivations for Advocacy in Nonprofit Reproductive Health Providers.”

Activities and Deliverables

Case TBA

Week 13: Break

Week 14: The Importance of Leadership

Required Readings

Bryson Chap 11; Lane and Wallis 2009. “Strategic Management and Public Leadership.”

Activities and Deliverables

Case TBA

Week 15: Presentations

Strategic Assessments Due on Wednesday