Objective:

This course teaches students about strategic and operational management in public and non-profit organizations. Its goal is to teach students “real world”, practical application of techniques and theories learned in other courses, such as Public Policy, Communications and Public Service, Public Budgeting and Finance and Human Resources Management.

Approach:

Students will work in teams throughout the semester. In general, the teams will view themselves as the staff of an organization’s chief operating officer. They will be asked periodically to prepare an analysis and/or presentation about a strategic management issue confronting organizations. For certain topics, such as collective bargaining, a role playing exercise may be required. Since this course is about practical applications in a “real world” setting, a textbook is not required. Instead, topical research and analysis akin to what occurs in workplaces is most definitely required.

A team project comprising 50% of each student’s grade is required. Teams will choose a public or non-profit organization confronting change or organizational challenge, assess the organizations strengths and weaknesses and make recommendations in the form of an oral and written presentation to the remainder of the class, who will role-play as either the organization’s Board or legislative oversight committee. Each student’s individual contribution to the team project will be graded and will account for half of the grade on the project.

25% of each student’s grade will be based on the quality of the assignments on various topics assigned during the semester. The remaining 25% will be based on class participation.
Schedule of Topics (by week number):

1. (February 4) Overview/course expectations.
   
   Students briefly explain their experience/interests

   Identification of teams

   **Individual assignment due for week 2 (submit by e-mail by February 11th):** 2 page paper on Flint water crisis (see list of questions).

2. (Feb 11) No class.

3. (Feb 18) Lecture on mission and vision statements:

   - Definitions of each
   - What makes them good; what makes them bad

   **Team assignment for week 4:** identify one each effective mission and vision statement; and one each ineffective mission and vision statement. Present to class as Powerpoint presentations – depict the statements and your reasoning.

4. (Feb 25) Team presentations on mission and vision statements

   Organizational elements: (1) performance measurement and goal setting

   - Lecture on performance measurement using example of Mayor's Management Report.

   **Assignment for week 5:** groups to select an agency in the Mayor's Management Report and critique its indictors; presentation to rest of class
5. (Mar 3) Team presentations on performance indicators from Mayor’s Management Report

6. (Mar 10) Organizational elements (2) financial management

   Lecture on use of budgets in a managerial setting. Examples of public sector and non-profit sector (NY Philharmonic example)

   **Team assignment for week 7:** using previous work on Mayor’s Management report, teams to identify at least three possible budget items that relate to output indicators

7. (Mar 17) Teams to present three possible budget items from Mayor’s Management Report.

   Lecture on using financial analysis for strategic management with example of New York Philharmonic.

   **Assignment for Week 8:** Using model provided by instructor, teams to create and present a financial strategy to balance the NY Philharmonic budget by FY 2020/21

8. (Mar 24) Teams to present financial strategy

9. (Mar 31) Organizational elements: (3) managing in a union environment

   Lecture about collective bargaining and impact on management

   **Assignment for week 10:** class is broken into 2 groups – management and labor. Information about an organization is provided and each group is to identify 3-4 proposals in preparation for mock collective bargaining session

10. (Apr 7) Mock collective bargaining session. Instructor to serve as “mediator”

    **Assignment for week 11 (to be submitted by e-mail by April 12):** teams to submit outline/status report on final team project, including a listing of each student’s responsibilities
11. (Apr 14) Teams to do Powerpoint presentation outlining major research findings/issues for final report

Lecture on managerial ethics

12. (Apr 21) Film: Central Park Five (Optional: stay after class for discussion)

Assignments for weeks 14 and 15: final project presentations (Powerpoint/oral versions)

13. (Apr 28) No class

14. (May 5) First two teams' final project presentations

15. (May 12) Second two teams' final project presentations

Refreshments!

Assignment for May 19: complete final written projects due