COURSE MATERIALS:
All reading materials and sample forms will be provided on course website.

COURSE OVERVIEW AND OBJECTIVES
Why are some organizations more successful than others? This is the fundamental question of strategy. This class has three primary objectives: 1) to take your strategic analysis and execution skills to a higher level, and 2) to help you learn how to develop and execute strategy in the context of social mission-based nonprofit organizations, 3) to help you make a real difference in the world while learning these skills. In this course, you will work (in a team) with a New York City based social-mission organization. You will conduct a strategic analysis of the organization, develop recommendations for improving the organization’s strategy or operations, and help the organization to execute those recommendations. You will also develop a plan for assessing whether the recommendations have been successful and will conduct a preliminary performance assessment of the recommendations.

COURSE ADMINISTRATION
We will have readings and class discussion for the early classes of this course, but much of the course will be action oriented, working with your partner organization and receiving individualized coaching from the instructor. Please note: This class will require significant out-of-class commitment. If you cannot commit to the out-of-class commitment, you should not take the course.

COURSE GRADING
Grading will be based on the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance &amp; Participation</td>
<td>25%</td>
</tr>
<tr>
<td>Homework Assignments (15 points each)*</td>
<td>30%</td>
</tr>
<tr>
<td>Presentations (15 points each)*</td>
<td>45%</td>
</tr>
</tbody>
</table>

*Note, if necessary, grades will be adjusted based on peer review.
## SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic and Assignments</th>
</tr>
</thead>
</table>
| 1    | **Pre-meeting**  
Will meet at in the evenings a few days before class to get to know each other, identify which people have common interests. And talk about possible organizations to work with. |

| 1    | **Introduction, Selection of Projects & Team Formation**  
We will review the basics of strategic analysis. Then we will talk about the nature of the project, objectives, and the sites you wish to contact or have already contacted. We will also finalize teams. |

| 2    | **Mission, Objectives & Stakeholder Analysis** |
**Read:**  
**Assignment 1: Perform a stakeholder analysis of your organization**  
1. Identify important stakeholder groups  
2. Identify what key resources (or required cooperation) each stakeholder provides the organization.  
3. Identify what each stakeholder group wants from the organization.  
4. For each of the items identified in #3, create a measure that would enable you to assess how completely the organization has satisfied the stakeholder.  
*By this class you should have an agreement with your partner site, and you should be able to identify their mission, objectives, scope of activities, and stakeholders.* |

| 3    | **Competitive Advantage and Value Chain Analysis in the Nonprofit Organization**  
**Read:**  
   *Balanced Scorecard Report*, November-December.  
3. Grameen Danone Foods, Ltd. (HBS Case 511025) |

| 4 - 5 | **Working in Organization**  
We will not meet in class – individual teams will meet with instructor for one-on-one feedback.  
**Assignment 2: Perform a Competitive Advantage and Value Chain Analysis for your organization** (please turn in, typed single-space plus tables/graphics, no more than 5 pages)  
1. Identify the primary and support activities in your organization’s value chain.  
2. For each primary activity, identify a) how that activity creates/preserves value, and
b) the organization’s strengths and weaknesses in that activity.

3. Identify at least 3-5 opportunities for improvement

4. For each opportunity identified in #3 above:
   a) provide a score that indicates how important (from 1—“not that important” to 5—“extremely important”) the area is to the organization’s ability to deliver the value its stakeholders desire.
   b) provide a score that indicates how far the area currently is from the stakeholders’ optimum (1—“minor improvement opportunity” to 5—“large improvement opportunity”)
   c) provide a score that indicates how easy it will be to improve the area (1—“very difficult” to 5—“very easy”)

5. Use these scores to rank your areas for improvement in terms of their benefit/cost payoff. Are there “low hanging fruit”? If there are important tradeoffs between different improvement areas, please also discuss this.

6. **Presentation 1: Analysis and Recommendations**
   Present your stakeholder analysis and value chain analysis, and recommendations. For each recommendation, consider why leaders in the organization are likely to resist/support your recommendation. **Tip:** Focus on tractable recommendations that you can realistically make progress in by the end of the semester.

7. **Presentation 2: Action Plan**
   Present a step-by-step plan of how your (approved) recommendations will be implemented, with timeline. Also present **measures for how your performance will be assessed.**

8-11 **Execution Weeks**
   We will not meet in class – teams will meet individually with instructor for update and coaching.

12 **Presentation 3: Report and Performance Assessments**
   Present the story of your execution – your objectives, your plan, your challenges, and successes. Please include a performance assessment using the measures previously developed.

*This schedule is a guideline only; instructor reserves the right to change the schedule as necessary.*