Management of Urban and Nonprofit Organizations

UST 452

Maxine Goodman Levin College of Urban Affairs
Cleveland State University

UST 452
3 credit hours

Updated: 08/25/2015

Instructor: Jeffrey M. Bowen, MNO, CFRE
E-Mail: j.m.bowen@csuohio.edu (office hours by appointment)

Location: Lakeland Community College Holden University Center Room 130 and Lorain Community College University Center Room 324
Course Number: 1742 (Section 750) Lakeland and 1743 (Section 751) Lorain
Section: 750 (Lakeland) and 751 (Lorain)
Thursdays 6:00 to 8:50 pm

Course Description:
The course is designed to expose the undergraduate student to the theory and practice of management within a not-for-profit and/or public sector organization. It combines traditional methods of learning along with a participatory approach on the part of the student. Management and public administration theory will be explained and explored. Students will have the opportunity to practice these theories through case study, experience, and group interaction.

Required Text:

Course Objective:
Management is an art as well as a science. There are fundamental differences between nonprofit and public sector organizations and private enterprise. The student will be able to discern the difference between the public, nonprofit, and private sectors, as well as learn several key management concepts including:

- Problem-solving & decision making skills
- Communication – both verbal and written
- Citizen participation
- Teamwork and group dynamics

Course Method:
The class is a seminar course that requires student participation through assigned readings, class exercises, case study analysis, and discussion. Students are expected to complete the required reading, (including any handouts, or other assignments in addition to the specified text), attend all class sessions, participate in group discussions, and contribute to the learning experience. Students who have to miss a class should notify the instructor prior to the start of class. Students who miss more than one class, without proper documentation, will have the final grade reduced accordingly.
General Education Statement:
UST 452 meets the criteria for the capstone course/experience general education requirement. Students will acquire competencies in critical thinking, writing, and working in groups.

Grading:
Your grade is based upon class participation, the quality of your work on the required papers and capstone assignment, and your performance on the midterm exam. Students are expected to attend all classes and to complete all homework assignments. Assignments are due on the date assigned. Late assignments will lose 2 points for each day the assignment is late.

Class Participation 20 points
Assignment 1 10 points
Assignment 2 10 points
Assignment 3 5 points
Mid Term Exam 20 points
Capstone Project 35 points
Total 100 points

A = 94 - 100
A- = 90 - 93
B+ = 87 - 89
B = 83 - 86
B- = 80 - 82
C+ = 77 - 79
C = 70 - 76
D = 60 - 69
F = 59 and below

University Policy Statements:
University Deadlines
• For the current semester, the deadline for dropping a course is September 4, 2015.
• The last day to withdraw from the course is October 30, 2015.
• The final examination week is December 7 – 12, 2015.
Grades of “I” and “X”
• X - The grade of "X" can be assigned by the instructor when an attending/participating student has stopped attending/participating without notification and has not completed all assignments for reasons that cannot be determined by the end of the grading period. An "X" automatically becomes an F if not resolved by the last day of instruction of the following semester. An “X” also will be assigned by the University Registrar when no grade is submitted by an instructor.
• I - Incomplete. The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student. An "I" grade can be assigned by the instructor when all three of the following conditions are met:
  1. Student is regularly attending/participating in the class and has the potential to pass the course;
  2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
  3. Student has notified the instructor prior to the end of the grading period.
Students with Special Needs
Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or
she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216)687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services. 

Writing Assistance

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations and reference pages.

Plagiarism

Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one’s own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link: https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf.

Capstone Project: A capstone project is meant to integrate knowledge the student has learned during the previous classes in the major. The project is designed to allow the student to gather this knowledge and display it in a way which demonstrates scholarly reflection and practical application. There are multiple areas to be highlighted as part of a capstone project. For this course, the areas are: research, critical thinking, group work, written work, and oral presentation.

The project requires an in-depth look at a public or nonprofit organization. Working in teams, you will identify an organization to examine, conduct research to provide an overview of the organization, interview a representative of the organization, prepare a paper to describe your findings, and make a formal presentation to the class. Each student will be responsible for writing about their particular section of the project, which will become part of the group’s comprehensive, eight to ten page project paper. The team will also prepare and present a 15 to 20 minute overview of their project to the class, using Power Point.

The entire project involves research, listening and communication skills, and critical thinking. Effective group work is necessary in the coordination of the project, conducting the interview, and the preparation and assembly of the final paper and class presentation. Written and oral communication skills will be demonstrated by the paper and the presentation.

Assignments:

Short Papers:

There are three written assignments of three to five pages each, presented in 12 point font; APA Format. All papers must include the student's name, email address, paper #, and the date the assignment is due. The topics of the paper are as follows:

Paper # 1 Due Week 5 Explain, in your opinion and in your own words, what you think are the key attributes of a good leader/manager.

Paper # 2 Due Week 9 Discuss how a clear understanding of motivation, creative thinking, and the causes of stress on the job can be used to inform decision making and improve organization performance.

Paper # 3 Due Week 14 Recognition, stewardship and thankfulness are essential to maintaining and advancing donor, volunteer, employee, constituent and community relationships. Make a list of the things, people, resources, moments, opportunities, etc. that you are most thankful for. Submit your list to the instructor, and then make a point of both actively thanking people, and sharing your list with others over the Thanksgiving Holiday Weekend.
**Midterm Exam:**
There will be a midterm exam that will test the knowledge of students, based on the reading assignments, handouts, and material covered in class. Questions will include multiple choice, fill in the blank, true or false, and short essay.

**Capstone Project:**
Working in teams, you will conduct research to provide an overview of an organization (see questions 1-8), interview a representative of the organization (to answer questions 9-14), prepare a paper to describe your findings, and make a formal presentation to the class. Each student will be responsible for writing about their particular section of the project, which will become part of the group’s comprehensive, (eight to ten page) project paper. The team will also prepare and present a 15 to 20 minute overview of their project to the class, using Power Point.

Your analysis should include the following:
1. The organization’s name, address, and the names of the Chief Executive and Board Chair (if applicable)
2. The Mission Statement, and if available, any formal Vision or Values Statement
3. The geographic area served, total years in existence, and total number of employees
4. The number of Board members, and if identified, any corporations and organizations they represent
5. The organization’s primary, or core, program offerings
6. The total annual operating budget
7. The main sources of revenue and five largest contributors (or sources of funds, if a public agency)
8. Do they have any Community Partners, or ongoing strategic relationships?
9. How many volunteers serve the organization; in what capacity?
10. How does the Executive Director/CEO, (or highest ranking official) motivate employees?
11. What is the organization doing to foster effective communications?
12. What organizational team, or group, achievement are they most proud of?
13. Describe a recent challenge, and how it was successfully overcome.
14. What is on the horizon that they are most excited about?
15. What impressed, or moved, you (the student) most about this organization?

**Class Schedule & Assignments:**
<table>
<thead>
<tr>
<th>Week 1</th>
<th>Aug 27</th>
<th>Introductions; Familiarity with Nonprofit &amp; Public Organizations; Review Syllabus &amp; Assignments.</th>
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<tbody>
<tr>
<td>Week 2</td>
<td>Sept 03</td>
<td>Knowing &amp; Managing Yourself. (Denhardt: Chapters 1 &amp; 2)</td>
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<tr>
<td>Week 3</td>
<td>Sept 10</td>
<td>Fostering Creativity. (Denhardt: Chapter 3) <strong>Identify Groups &amp; Organizations for Projects</strong></td>
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<td>Week 4</td>
<td>Sept 17</td>
<td>Managing Stress &amp; Change. (Denhardt: Chapter 4)</td>
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<td>Week 5</td>
<td>Sept 24</td>
<td>Decision Making. (Denhardt: Chapter 5) <strong>Paper #1 Due</strong></td>
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<td>Week 6</td>
<td>Oct 01</td>
<td>Understanding Motivation. (Denhardt: Chapter 6)</td>
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<td>Week 7</td>
<td>Oct 08</td>
<td><strong>Midterm Exam</strong></td>
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<td>Week 8</td>
<td>Oct 15</td>
<td>Leadership and Organizational Culture (Denhardt: Chapter 7)</td>
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<td>Week 9</td>
<td>Oct 22</td>
<td>Power &amp; Politics (Denhardt: Chapter 8) <strong>Paper #2 Due</strong></td>
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<td>Week 10</td>
<td>Oct 29</td>
<td>Effective Communication. (Denhardt: Chapter 9)</td>
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<td>Week 11</td>
<td>Nov 05</td>
<td>Developing Extraordinary Teams. (Denhardt: Chapter 10)</td>
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<td>Week 12</td>
<td>Nov 12</td>
<td>Managing Conflict. (Denhardt: Chapter 11) <strong>Determine Presentation Order</strong></td>
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<td>Week 13</td>
<td>Nov 19</td>
<td>Ethical Conduct &amp; External Relations. (Denhardt: Chapter 13)</td>
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<td>Week 14</td>
<td>Nov 26</td>
<td>Recognition, Stewardship &amp; Thanksgiving (NO CLASS) <strong>Paper # 3 Due</strong></td>
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<td>Week 15</td>
<td>Dec 03</td>
<td>Capstone Presentations. <strong>Capstone Papers Due</strong></td>
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<tr>
<td>Week 16</td>
<td>Dec 10</td>
<td>Capstone Presentations</td>
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