Cleveland State University
Levin College of Urban Affairs
Department of Urban Studies
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UST 452 Management of Urban and Nonprofit Organizations
Fall, 2015 W 6 to 8:50 pm UR107
Email: w.weizer@csuohio.edu
Office hours: (UR360) By appointment

Course Description: This is an upper division course focusing on issues and techniques of management in public and nonprofit organizations in an urban environment. As the title of the course suggests, managing in a public urban government organization or in a nonprofit serving an urban community is different from managing in a profit making corporation. Although there are aspects of management common to all types of organizations, public management, nonprofit management, and urban management have distinctive features. This course explores their commonalities and differences.

Course Objective: The objective of the course is to provide the student with a basic knowledge of management issues, techniques and strategies appropriate to an urban setting and a public safety or nonprofit organization. The course will assist the student in improving their critical thinking skills, writing skills, and will through the use of group process assist the student in enhancing their ability to work productively in a team setting.

Course Method: This course will combine seminar discussions of assigned readings with experiential exercises and case study analysis. Students are expected to attend all class sessions, read text assignments in a timely manner, identify topics for clarification, and participate in discussions and team projects.

General Education Statement: This course fulfills the capstone course/ experience general education requirement. Students will acquire competencies in critical thinking, writing and working in groups. (See assignment descriptions on page 2.)

Grading Policy: Grades are based on the results of assignments, class questions, and a midterm and a final. The grade weight will consist of the following:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Application Assignment 1</td>
<td>15%</td>
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<tr>
<td>Application Assignment 2</td>
<td>15%</td>
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<tr>
<td>Agency Analysis</td>
<td>25%</td>
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<tr>
<td>Midterm</td>
<td>15%</td>
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<tr>
<td>Final</td>
<td>20%</td>
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<tr>
<td>Class participation</td>
<td>10%</td>
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Exam attendance is required. Makeup exams will only be given with the prior approval of the instructor. Late assignments are subject to a 5% grade penalty per week they are late.
Grading scale:  94- 100 A   93-90 A-   89-87 B+   86-83 B   82-80 B-   79-75 C+   74-70 C   60- 69 D

Application Assignments There are 2 application assignments that are due as noted in the Syllabus. The first is an exercise in administrative ethics and the second is an exercise in designing an organization. These will be posted on Blackboard and distributed in class. I expect thoughtful answers to these, explaining (and defending) your choices.

Agency Analysis: The agency case study will be an in depth analysis of a nonprofit or public safety agency. Students will work in teams and draw upon knowledge acquired in their previous courses. Students will apply management techniques learned in the class to develop their team structure and the group process that you will use. Each team will give a 45 minute team report outlining the findings to the class using PowerPoint for display. (The quality of your PowerPoint is a factor in your grade.) Each student will submit an individual paper that covers their section of the analysis. Each student will also complete a performance review for themselves and for the other members of the group project. We will set aside the end of class time for the groups to meet so that you will stay on task.


http://www.managementhelp.org/ (free site will be used for supplemental information)

Class Schedule and Readings

August 26: Course Overview and Expectations, Meyers Briggs
   Read Chapter 1 and 2
   August 28: Last Day to Join Course Waitlist
   August 30: Last Day to Add

   Read Chapter 3 and 4
   September 4: Last Day to Drop

September 9: Developing a Performance Framework: Program Logic Models and Performance Measures, Targeting Results: Clarifying Goals and Objectives
   Read Chapter 5

September 16: Defining Performance Indicators
   Read Chapter 6 and 7
September 23: Reporting Performance Data, Analyzing Performance Information
   Read Chapter 8

September 30: Using Performance Measures to Support Strategic Planning and Management
   Administrative Ethics application assignment is due
   Read Chapter 9

October 7: Midterm

October 14: Performance-Informed Budgeting
   Read Chapter 10

October 21: Managing Employees, Programs and Organizational Units
   Read Chapter 11

October 28: Performance Management in Grant and Contract Programs
   Designing Organizations application assignment is due
   Read Chapter 12
   October 30: Last Day to Withdraw from Classes

November 4: Improving Quality and Process
   Read Chapter 13

November 11: Soliciting Stakeholder Feedback
   Read Chapter 14

November 18: Using Comparative Measures to Benchmark Performance
   Read Chapter 15

November 25: Designing and Implementing Effective management Systems
   November 26 -29 Thanksgiving Recess

December 2: Capstone Presentations

December 9: Final
Additional Course Information:

COURTESY COUNTS! The use of cell phones for texting or laptops for web surfing and game playing during class lectures is disturbing to those around you and is not conducive to learning the material. The following requirements will be in effect for this class to minimize those distractions to other students.

1. Cell phones and pagers are to be turned off or set to vibrate during the class session. They are not to be on the desk during class time. Texting should be reserved for non-class times. If you have a need to speak with someone or to text them, please leave the classroom.

2. Laptops are acceptable for note taking ONLY! Anyone using a laptop must sit in the last row of the classroom. If you use a laptop in class, you are required to email the instructor a copy of your lecture notes at the end of class. Failure to do so will result in the loss of Laptop privileges.

If the above requirements are not followed, cell phones, pagers and laptops will not be allowed in the classroom.

Students are strongly encouraged to email the Instructor with questions or problems they may be having. I am on campus most days and check my email on a daily basis. I am also willing to meet with students that may be having difficulty with the material. Please contact me to set up a specific time and place.

A special note on plagiarism: This course is a 400 level course! All submitted work is to be to academic standards with appropriate citations. Material that is copied word for word and submitted without appropriate citations will be graded as an F for any assignment. If you are unsure about how to paraphrase material or how to cite correctly, please contact the instructor before you submit your work. Copy and paste answers, while easy, are not a good way to learn to write. I would much rather have you restate the material than to copy and paste the answer. If you do use copy and paste, you must enclose the material in quotes and cite your source appropriately. Wikipedia is NOT to be used as a source for your papers. There will be a 10 point penalty assessed on any assignment where Wikipedia is used.

The Writing Center at Cleveland State is available to assist the student with writing issues. Information on the writing center is found at

Other writing resources are also available at: (I recommend the Purdue writing center link)
http://library.csuohio.edu/research/vrd/writing.html

Citation guide information can be found at
http://library.csuohio.edu/research/vrd/citations.html
Questions regarding the university calendar (holidays and finals week schedule) can be resolved by using the following link to the registrar’s office.

http://www.csuohio.edu/enrollmentservices/registrar/calendar/index.html

University Policies
Students should refer to the Undergraduate Bulletin for procedures regarding add/drop and withdrawals and any other policies that may apply as well as the expected code of conduct for students. The Code of Student Conduct Handbook can be found at:

https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf

Physically challenged/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.

Test taking/academic challenges: The University counseling center provides Academic counseling for students. Workshops are run throughout the semester to assist you in maximizing your note taking skills, test taking skill, assisting with test anxiety reduction, and managing time.

Workshops on improving academic success are also offered through the Tutoring Center as well as tutoring for some specific course content. They also, if you request, can provide assistance with learning computer programs. If you are having difficulty in your course work, you might also take advantage of the “success coaches” that TASC provides. I have had students who have had great improvement in test taking when working with a success coach.

Information on the Tutoring Center can be found at

http://www.csuohio.edu/academic/advising/tutoring/
http://www.csuohio.edu/academic/advising/tutoring/sisla.html

Online learning assessment tools can be found at

http://www.csuohio.edu/academic/advising/tutoring/inventories.html

Taking these assessments can help you pinpoint what areas you might need to work on to improve your academic performance.