

Management of Urban and Nonprofit Organizations

UST 452-750/751
Fall 2017

Maxine Goodman Levin College of Urban Affairs
Cleveland State University

UST 452-750/751
3 credit hours

Updated: 08/10/2017

Instructor: Jeffrey M. Bowen, MNO, CFRE

E-Mail: j.m.bowen@csuohio.edu

Telephone: 216.687.4649

Office: Urban Building, Room 213, 1717 Euclid Avenue Cleveland, OH 44115

Office Hours: By Appointment

Course Location: Lakeland & Lorain

Meeting Time: Thursday 6:00 – 8:50

Course Number: 1490 (Section 750) Lakeland and 1491 (Section 751) Lorain

Section: 750 (Lakeland) and 751 (Lorain)

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:

Denhardt, Robert B., *Managing Human Behavior in Public and Nonprofit Organizations*. 3rd Edition, (Los Angeles: Sage Publications Ltd., 2013). ISBN 978-1-4129-9165-0 paperback

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 their final grade reduced accordingly.

General Education (Gen Ed) Statement:

UST 452 “Management of Urban and Nonprofit Organizations” meets the criteria for the **Capstone Experience Category** of the **General Education** requirement. Students will acquire competencies in the **skill areas** of: **Critical Thinking, Writing, and Group Work.**

Grading:

Your grade is based upon regular, frequent 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 as indicated.** Late assignments, based on emergency situations only, will be accepted with prior approval from the instructor, and may lose up to 2 points for each day that 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 1, 2017
- The last day to withdraw from the course is November 3, 2017
- The final examination week is December 11-16, 2017

Grades of “I” and “X”

- X - For undergraduate courses the grade of "X" can only be administratively assigned by the Office of the University Registrar to indicate a grade has not been assigned by an instructor. For undergraduate students who have stopped attending/participating without notification and have not completed all assignments for reasons that cannot be determined, instructors should assign the earned grade. Any grade of “X” will become a grade of “F” at 11:59 PM the day following the grading deadline.
- 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, and written work.**

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, finding and interpreting information, listening and communication skills, and critical thinking. Effective group work is necessary in the planning and coordination of how and when to communicate, working as a team in order to complete the project, distribution of specific tasks, conducting the actual interview, and the preparation and assembly of the final paper. Required writing skills include both writing to learn and writing to communicate, and will be demonstrated by the collaborative paper.

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, course name, 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. **(Due on Thursday 9/28)**

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. **(Due on Thursday 10/26)**

Paper # 3 Due Week 13 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. **(Due on Wednesday 11/22)**

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. **(The Exam will take place in class on Thursday 10/12):**

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. **Please indicate, somewhere on the paper, who was responsible for what.** The team will also prepare and present a 15 to 20 minute overview of the project to the class, using Power Point.

(Capstone Papers are Due 12/7; Capstone Presentations are 12/7 & 12/14)

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 students) most about this organization?

Class Schedule/Due Date/Assignments:

Week 1	8/31	Introductions; Familiarity with Nonprofit & Public Organizations; Review Syllabus & Assignments.
Week 2	9/07	Knowing & Managing Yourself. (Denhardt: Chapters 1 & 2)
Week 3	9/14	Fostering Creativity. (Denhardt: Chapter 3) Identify Groups &

Organizations for Projects

Week 4	9/21	Managing Stress & Change. (Denhardt: Chapter 4)
Week 5	9/28	Decision Making. (Denhardt: Chapter 5) Paper #1 Due
Week 6	10/05	Understanding Motivation; Review for Exam (Denhardt: Chapter 6)
Week 7	10/12	Midterm Exam
Week 8	10/19	Leadership and Organizational Culture (Denhardt: Chapter 7)
Week 9	10/26	Power & Politics (Denhardt: Chapter 8) Paper #2 Due
Week 10	11/02	Effective Communication. (Denhardt: Chapter 9)
Week 11	11/09	Developing Extraordinary Teams. (Denhardt: Chapter 10)
Week 12	11/16	Managing Conflict. (Denhardt: Chapter 11)
Week 13	11/23	Recognition, Stewardship & Thanksgiving (NO CLASS) Paper # 3 Due 11/22 (Wed)
		Note: Thanksgiving Recess is November 23-26
Week 14	11/30	Ethical Conduct & External Relations. (Denhardt: Chapter 13)
Week 15	12/07	Capstone Presentations Capstone Papers Due
Week 16	12/14	Capstone Presentations; End of Semester Comments; Q & A

Please Note:

While every effort has been made to provide a comprehensive overview of the course content, assignments and due dates, the instructor reserves the right to add assignments, or make other changes to the syllabus, as the semester progresses.