CLEVELAND STATE UNIVERSITY
LEVIN COLLEGE OF URBAN AFFAIRS
DEPARTMENT OF URBAN STUDIES
SPRING 2010

UST/PAD/PSM 452 – Management of Urban and Nonprofit Organizations

Meeting Time: Tu, Th 1:00-2:50pm  Location: UR 108
Instructor: David Kasdan  Phone: 216.875.9982
Office: 327D  Email: d.kasdan@csuohio.edu
Office Hours:Tu, Th 3:00-4:00pm or by appointment

Required Text

Course Reserves
There are a number of excerpts and articles on course reserve or linked to the class Blackboard site. Feel free to save paper, but do not ignore these reading assignments.

COURSE DESCRIPTION AND GENERAL EDUCATION STATEMENT
This course examines human behavior in public and nonprofit organizations.

COURSE REQUIREMENTS AND GRADING PROCEDURES
The course has two writing assignments, an organization report, a mid term and a final exam. Attendance, participation in online discussions, and regular contributions to the course’s progress will be included in the student’s grade.

Assignments
Short Essays (x2)  30%
Organization Report  15%
Discussions/participation  20%
Mid Term Exam  15%
Final Exam  20%

Letter grades will be assigned in accordance with performance values. Late assignments will be penalized one half grade step per day after the due date until the 5 day cut-off. A=93-100, A-=90-92, B+=88-90, B=83-87, B-=80-82, C=70-79, D=60-69, F=59 or less

The short essays should be in the 5-7 paragraph format, approximately 2 pages long. You will be graded on grammar, usage, spelling or other writing errors. Most important is to make a clear, concise point that covers the required questions and provides detail.

Online discussions are assigned periodically throughout the term. You must post a thoughtful response (at least a solid paragraph) to one of the discussion questions posted for the assignment and making at least two replies to classmates’ question responses. Your replies constitute the “discussion” and therefore posting a statement
that says, “I agree/disagree with what you said and restate it in slightly different terms” does not count.

The mid term and final exams will be in class. They will be short answer format, including concept explanations and identifications.

ACADEMIC ACCOMMODATIONS
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.

ONLINE COMPONENT TO THE CLASS
Students must log onto the class’s Blackboard site regularly – at least twice a week – to monitor any updates or changes in the class, as well as post in the discussion threads. The class requires extensive use of the site. Written assignments will be submitted through the site and must be Word document format (file is saved as name.doc). Students must ensure that their attachment loaded correctly and can be viewed properly by the instructor. Your work will be penalized if it cannot be opened by the instructor. Information about using Blackboard is available at: http://mycsu.csuohio.edu/elearning/

Students are responsible for managing the technology and must factor this into planning and organization. For example, keep copies of homework in case they do not load correctly. If your personal computer crashes, you will have to find another way to participate, such as using CSU computers. Problems between the students and Blackboard, unless officially notified, are their responsibility.

COURSE RULES AND CLASSROOM BEHAVIOR
This class requires considerate and thoughtful classroom participation. The pace of the class is moderate; however, the information is cumulative and students cannot afford to miss much.

- More than three absences will result in detraction from the participation grade unless excused with proper notification and warrant
- Electronic devices must be silenced – any interruption of the class will result in detraction from the participation grade
- Use of laptop computers during the class is by no means required and somewhat discouraged, especially if disruptive or distracting
- Assignments are due as scheduled; late submissions will be penalized a half-grade per day beyond the due date and not accepted after 5 days
- You must notify the instructor beforehand for any unusual accommodations

PLAGIARISM
Plagiarism will result in a failed grade on an assignment or for the course. The CSU Code of Student Conduct defines plagiarism as stealing and/or using the ideas or writings of another in a paper or report and claiming them as your 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 CSU Writing Center has information to assist students with writing and avoid plagiarism. Consult the center at: www.csuohio.edu/academic/writingcenter/WAC/

Course Schedule and Assignments

Each week will include a reading assignment, online/class discussion, small group work, and/or homework assignments to be turned in. Additional readings may be assigned and the schedule may be adjusted at the instructor’s discretion. The readings and assignments are due the day they are listed: i.e. for the scheduled class period on January 28, students should have already read and be prepared to discuss the Boris & Steurle chapter, as well as completed their online discussion posts.

Jan 19: Introduction to the class
Jan 21: DD&A Ch. 1
Jan 26: DD&A, Ch. 2
Jan 28: Boris & Steurle, Ch. 3 - “Scope and Dimensions of the Nonprofit Sector” (course reserve reading)
Jan 29: Last day to drop class
Feb 2: DD&A, Ch. 3
   Online discussion: answer one question and make two replies to others
Feb 4: Hall, Ch. 1 - “Historical Perspectives on Nonprofit Organizations in the United States” (course reserve reading)
Feb 9: DD&A, Ch. 4
   Online discussion: answer one question and make two replies to others
Feb 16: DD&A, Ch. 5
Feb 23: DD&A, Ch. 6
   Online discussion: answer one question and make two replies to others
Feb 25: Yuki, Ch. 3 - “Perspectives on Effective Leadership Behavior” (course reserve reading)
   First Essay due by beginning of class
Mar 2: DD&A, Ch. 7
Mar 4: Mid Term Exam, in class (Ch. 1-7)
Mar 9: DD&A, Ch. 8
Mar 11: Van Til, Ch. 2 - “Nonprofit Organizations and Social Institutions” (course reserve reading)
Mar 16: No class, Spring Break
Mar 18: No class, Spring Break
Mar 23: DD&A, Ch. 9
**Online discussion:** answer one question and make two replies to others
Mar 25: Yuki, Ch. 6 - “Power and Influence” (course reserve reading)
Mar 30: DD&A, Ch. 10
Apr 1: Yuki, Ch. 4 - “Participative Leadership, Delegation, and Empowerment” (course reserve reading)
Apr 2: Last day to withdraw
Apr 6: DD&A, Ch. 11
**Online discussion:** answer one question and make two replies to others
Apr 8: Young, Ch. 1 - “Complementary, Supplementary, or Adversarial? A Theoretical and Historical Examination of Nonprofit-Government Relations in the United States (handout)
Apr 13: DD&A, Ch. 12
Apr 15: Salamon, Ch. 4 - “The Changing Context of American Nonprofit Management” (course reserve reading)
Apr 20: DD&A, Ch. 13
**Online discussion:** answer one question and make two replies to others
Apr 22: Anheier & Salamon, Ch. 4 - “The Nonprofit Sector in Comparative Perspective” (course reserve reading)
**Second Essay due by beginning of class**
Apr 27: DD&A, Ch. 14
Apr 29 Lawry - “Accountability and Nonprofit Organizations: An Ethical Perspective (handout)
Gates - “Address on the Tenth Anniversary of the Rockefeller Institute” (handout)
May 4: Hammack - “Community Foundations: The Delicate Question of Purpose” (handout)
Organization report, presentations Part 1
May 6: Organization report, presentations Part 2
May 11: **Final Exam**, comprehensive, 1:00-3:00pm