

Management of Urban and Nonprofit Organizations

UST 452-501 Online

Fall 2023

Maxine Goodman Levin School of Urban Affairs

College of Education and Public Affairs

Cleveland State University

UST 452-501

3 credit hours

Updated: 7/21/2023

Instructor: Jeffrey M. Bowen, MNO, CFRE

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

Telephone: 216.687.4649 (not currently attended)

Office: Urban Building, Room 221, 1717 Euclid Avenue Cleveland, OH 44115

Office Hours: By Appointment Online or By Phone

Course Location: Online via Blackboard

Meeting Time: Postings are Due by Midnight on Sundays (Dates are noted)

Course Number: 5495

Section: 501

Prerequisite: Senior Standing

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. 4th Edition, (Los Angeles: Sage Publications Ltd., 2015). ISBN 978-1483359298 paperback; OR 5th edition (Los Angeles: Sage Publications/CQ Press, 2020). ISBN 9781506382661

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 online discussion boards. Students are expected to complete the required reading,

(including any handouts, or other assignments in addition to the specified text), participate in online discussions, and contribute to the learning experience.

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 demonstrate mastery 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 assignments, and your performance on the midterm exam. Students are expected to post thoughtful responses to questions posed by the instructor **no later than midnight on Sunday of each week.** You are also **required to revisit the site periodically throughout the week, to comment on the discussion posts of at least two other students, answer any clarification questions, and/or respond to your classmates and the instructor.** Keeping up with reading assignments, including handouts, and previewing videos is essential to effective class participation. You are required 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	30 points
Assignment 1	10 points
Assignment 2	10 points
Mid Term Exam	20 points
Capstone Project	30 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 8, 2023
- The last day to withdraw from the course is November 3, 2023
- The final examination week is December 11-16, 2023

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.

OIE Statement

Federal law, including Title IX, and University policy require that CSU address discrimination, harassment and sexual violence and enable students affected by these issues to have the same opportunity to succeed as other students. To do this, the CSU Office for Institutional Equity (OIE) provides information, identifies resources (counseling, medical, advocacy, safety planning), issues academic accommodations (excused absences, extended deadlines, late withdrawals, alternative assignments) and other accommodations (No Contact Directives, changing living arrangements). Any student affected by discrimination, harassment and/or sexual violence and seeking assistance, should contact the Office for Institutional Equity by calling 216-687-2223, sending an email to r.lutner@csuohio.edu or m.vogelgesang@csuohio.edu, or visiting AC 236.

Writing Assistance

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. <https://www.csuohio.edu/writing-center/writing-center> 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>.

COVID Safety Protocols

The COVID-19 pandemic is still present and serious. Vaccination plus booster shots offers the absolute best protection against serious illness, hospitalization, or death from COVID-19. CSU Health and Wellness Services continues to provide free vaccinations and booster shots for students, faculty, and staff by appointment in Room 205 at the Center for Innovation in Medical Professions (2112 Euclid Avenue). Call 216-687-3649 to schedule. If you test positive for COVID-19, isolate, and follow CDC guidelines. Also, please email our CARE team and let your course instructors know. For additional information, see *CSU COVID-19 Information and Protocols*: <https://www.csuohio.edu/safe-campus/covid-19-information-0>

Capstone Criteria

A course approved for the Capstone Experience must meet all of the following criteria (revised criteria approved by Faculty Senate on 2/6/2019):

1. Be offered as part of the credits included in a student's major requirements.
2. Be offered at the 400-level and ordinarily be taken during a student's final year and after completion of a majority of the requirements for the major.
3. Require students to integrate, synthesize, and/or apply knowledge and skills already gained across multiple courses (including both courses for the major and General Education courses).
4. Require students to demonstrate mastery of at least three of the General Education skill areas (critical thinking, group work, information literacy, oral communication, quantitative literacy, writing).
5. Require students to produce some form of summation, closing project, or final product.
6. Prompt students to reflect on their undergraduate experience and/or support students in transitioning from college into their career or further study.

UST 452 Capstone Experience:

A capstone experience is meant to "integrate, synthesize, and/or apply knowledge and skills that the student has already gained across multiple courses." This course is designed to allow the student to gather this knowledge and display it in ways which demonstrate scholarly reflection and practical application. There are multiple areas of mastery to be highlighted and demonstrated as part of a capstone experience. **For this course, the areas are: Critical Thinking, Writing and Group Work.**

The final project specifically requires skills in researching, finding, and interpreting information; effective listening; oral communication; and critical thinking. Effective group work skills are necessary for planning and coordinating how and when to communicate, working as a team to complete the project, distribution of specific tasks, conducting an executive interview, and preparing a 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 two written assignments of four to five pages each, presented in 12 point font; APA Format. All papers must include a **title page** with the student's name, email address, course name/number/section, paper #, and the date the assignment is due. All written work for this course requires evidence of mastery of written communication skills, including, but not limited to, organization, clarity, grammar, syntax, spelling, punctuation, and persuasiveness.

Papers # 1 and # 2 specifically target the area of critical thinking, including evidence of analysis, synthesis, and evaluation; application of content knowledge; and recognition of the usefulness of knowledge and skills gained in this course and others. Paper # 2 also requires information literacy as students reflect on key concepts covered by the course to date and apply that information to organizational decision making.

The topics of the paper are as follows:

Paper # 1 Due Week 5 Your previous studies and experiences have exposed you to various aspects of leadership. Explain, in your opinion and in your own words, what you think are the key attributes of a good leader/manager. What skills, or knowledge, derived from previous coursework, have helped you to develop yourself as a leader? **(Due Sunday 10/01)**

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 Sunday 10/29)**

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 open at 11:59 pm on Sunday October 8th and is due no later than 11:59 pm on Sunday October 15th. You can take the exam at a time that works for you, but once you begin, you must complete the exam within two (2) hours!***

Capstone Project Assignment:

The final 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 (see questions 1-8), interview a representative of the organization (to answer questions 9-14), prepare a paper to describe your findings, and **post the paper for comments by the class**. All group members should participate in the interview, in person, or via telephone, or video conferencing. If scheduling makes this impossible, at least two (2) team members must conduct the interview, and if permissible, record the conversation.

Each student will be responsible for writing about their section of the project, which will become part of the group's comprehensive, (10-15 page) project paper. **Please indicate, throughout the paper, who was responsible for writing each section.** *Each student will submit a copy of the completed group paper for grading. (Completed Papers are due on 12/03)*

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 about this organization's management? How might that help you on the job, or in your future career endeavors? (Requires a personal response from each group member).

Capstone Project Paper Grading: Each student is responsible for writing their section of the paper. (Please identify each author at the top of their section). Also Question #15 should be answered individually.

- **Group Paper = 24 points**
 - 1 point each for questions 1-9 = (9); 3 points each for questions 10-14 = (15)
- **Total Group Score = 24 Points**
- **Individual Writing Score = 3 points**
 - based on communication, clarity, spelling, grammar and proofreading of your specific contribution to the paper
- **Individual Score for Question #15 = 3 points**
 - for a thoughtful, critical response to what you learned about the organization and its leadership, and how that might help you in your current, or future, work.

- **Total Individual Score = 6 Points**
- **Combined Score = 30 points**

Regarding Student Commentary on Capstone Papers (Due 12/10):

Students are encouraged to read as many of the group papers as possible, in order to learn more about the various organizations examined. **Your assignment for Week 15** will be to pick two (2) papers for comment. Your posted comments for each of the two papers selected should answer the following three questions:

1. What did you learn about the organization that impressed or moved you?
2. What did you like best about the paper?
3. What, if anything, would make it better, or stronger?

Class Schedule/Due Date/Assignments:

Week 1	09/3	Introductions; Familiarity with Nonprofit & Public Organizations; Review Syllabus
Week 2	09/10	Knowing & Managing Yourself. (Denhardt: Chapters 1 & 2)
Week 3	09/17	Fostering Creativity. (Denhardt: Chapter 3) Groups Identify Project Organizations
Week 4	09/24	Managing Stress & Change. (Denhardt: Chapter 4)
Week 5	10/01	Decision Making. (Denhardt: Chapter 5) Paper #1 Due 10/01
Week 6	10/08	Understanding Motivation; Review for Exam (Denhardt: Chapter 6)
Week 7	10/15	Midterm Exam Completed by 10/15
Week 8	10/22	Leadership and Organizational Culture (Denhardt: Chapter 7)
Week 9	10/29	Power & Politics (Denhardt: Chapter 8) Paper #2 Due 10/29
Week 10	11/05	Effective Communication. (Denhardt: Chapter 9)
Week 11	11/12	Developing Extraordinary Teams. (Denhardt: Chapter 10)
Week 12	11/19	Managing Conflict. (Denhardt: Chapter 11)
Week 13	11/26	Ethical Conduct & External Relations. (Denhardt: Chapter 13)
Note: Thanksgiving Recess is November 23-24		
Week 14	12/03	Capstone Papers Submitted for Grading & Posted for Class Commentary by 12/03
Week 15	12/10	End of Semester Comments, Q & A, & Capstone Paper Commentary Due 12/10

Additional Reading:

In addition to the text assignments indicated above, there are multiple handouts for this course that are available on Blackboard. There may be occasional additions throughout the semester.

Questions and Correspondence:

If you need to contact me for clarification, a question about a specific assignment, a personal matter, etc., please **do not use** the Blackboard messaging system for that purpose. Instead, send an email directly to j.m.bowen@csuohio.edu, and I will get back to you as quickly as possible. Also, your professors genuinely appreciate it when you put the **Course and Section numbers along with the reason for the note** in the subject heading of your correspondence. It may also expedite their response.

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.