Cleveland State University
Maxine Goodman Levin College of Urban Affairs
Department of Urban Studies
Summer 2023
UST 604/704 Leadership, Management and Organizational Behavior
WEB-Based via Blackboard

Course Syllabus

Instructor:	**Important dates:**
Patricia Groble, J.D., Ph.D.	Last day to drop course: May 30,2023
E-mail Address: p.groble@csuohio.edu	Last day to withdraw from course: June 28, 2023
Office Hours: By appointment	Last day of classes: July 14, 2023

CONTACT AND OFFICE HOURS INFORMATION
Email: I check my email throughout the day on weekdays. I'll make every attempt to respond to each message no later than the following day. Do not use the message function or email in Blackboard to contact me.

Office Hours: By appointment only. If your question or problem is not easily dealt with through email (and many are not) or if you prefer to talk directly to me, please let me know. I can arrange to set up a Zoom meeting.

REQUIRED TEXT AND OTHER RESOURCES
Denhardt, Robert B., Denhardt, Janet, Aristigueta, Maria P., and Rawlings, Kelly C. 2020. *Managing Human Behavior in Public and Nonprofit Organizations*. 5th ed. Los Angeles: Sage. ISBN-13: 978-1506382661. Note: This is the latest edition of this text.

Reading assignments from sources other than the text are listed in the course schedule in the syllabus; pdf versions will be posted on Blackboard. Other readings may be assigned as necessary.

COURSE DESCRIPTION
Organizations exist in every part of our society. They provide the framework of human interrelationships and often determine individual actions. In the public and nonprofit sectors, organizations provide essential services such as education, healthcare, economic and social development, criminal justice, and so on. The stronger such organizations are, the better services they can offer to citizens. Their effectiveness in achieving missions and bringing a positive change in peoples' lives is often determined by their design, structure, management, and leadership.

The purpose of this course is to expose students to management and organizational behavior practices that increase organizational effectiveness, efficiency, and impact on social equity and justice and thus to prepare students for advanced leadership roles in public and nonprofit organizations.

COURSE OBJECTIVES
At the end of this course, students will be able to:
• Apply theoretical, empirical, and practical tools to understand organizations.
• Design, sustain, and lead public and nonprofit organizations to success.
• Foster innovation and creativity in organizational setting.
• Motivate and manage people to achieve their full potential to serve public interest.
• Strengthen internal and external communication.

- Apply critical thinking methods to identify, analyze, and solve problems.

COURSE FORMAT, STRUCTURE, AND PARTICIPATION
This is an asynchronous, WEB-based class. Discussions of the reading materials will take place in the Discussion Board section of Blackboard. All written assignments and the final project are to be turned in on Blackboard.

For technical support or other information regarding Blackboard and related e-learning issues, use this link: https://www.csuohio.edu/center-for-elearning/technical-support.

COURSE EXPECTATIONS
Students are expected to participate in discussion board questions, keep up with all assigned readings, and complete all writing assignments and submit them through Blackboard.

The study of organizational behavior focuses on the individual level. To reinforce this perspective, the authors of the textbook have included several self-evaluation exercises in each chapter. Students are encouraged to go through these exercises as they read each chapter to gain further understanding of the material.

GENERAL UNIVERSITY INFORMATION

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. During this period of remote learning, You can contact them by phone at 216.687.2015 or go their website (https://www.csuohio.edu/disability/disability) for a link to their virtual front desk on Zoom. Accommodations need to be requested in advance and will not be granted retroactively. This statement on the course syllabi affirms the commitment of CSU to uphold our responsibilities under the law. It also welcomes students to feel comfortable disclosing their needs so that they can meet educational goals.

Writing Help: If you need to focus your ideas, draft or revise papers or generally improve your writing, the CSU Writing Center is available to assist you. They are currently offering online writing assistance. Go to their website for details and instructions on to access this service: https://www.csuohio.edu/writing-center/online-writing-assistance.

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 under Academic Regulations (Policy on Academic Misconduct) at http://www.csuohio.edu/studentlife/conduct/acadegres.html.

Office for Institutional Equity Language: 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 or by sending an email to r.lutner@csuhoio.edu or m.vogelgesang@csuohio.edu.

DISCUSSION QUESTIONS
There will be 15 discussion questions. There will be one question posted in week 1; Weeks 2 – 8 will have two each.

The discussion questions will be posted at the beginning of each week on the Discussion Board section of Blackboard. These questions will relate to one or more of that week's readings. Each student is required to submit an original response to each question via the discussion threads in the Blackboard. The responses should be thoughtful and substantive and exhibit an understanding of the required readings for that week. These original responses should be approximately 300 – 350 words. These posts are due on the date specified on Blackboard.

The purpose of these postings is to create a dialogue that takes the place of in-class discussions. Therefore, in addition to the original post, each student must comment on or respond to at least two other students' posts for each of that week's questions. These responses should be more than a perfunctory "I agree" or even a simple sentence. These comments/responses should be approximately 100-200 words. As with the original posts, comments must relate to the readings for the week.

Your postings will be visible to all students enrolled in this course. Think carefully before you post on the discussion board. Once you post something on Blackboard it cannot be retrieved. Make sure your language is appropriate and respectful. Listen to what others are actually saying. Agree to disagree at times.

WRITING ASSIGNMENTS
Four short writing assignments based on case studies, a midterm paper, and a final paper required for this course. All writing assignments must be submitted on Blackboard.
Case studies: Each case study emphasizes a specific topic covered during the course. Each paper should be 2-3 pages long. Include a reference list if you use resources other than the textbook.

The topics and due dates are as follows:
       Case study #1: Case study: Distress at DHS. Due 6/3/2023
       Case study #2: Case study: Levels of Participation. Due 6/10/2023
       Case study #3: Who speaks for us? Due 6/24/2023
       Case study #4: Conflict in Emergency Situation. Due 7/1/2023
The case studies and specific instructions will be posted on Blackboard.

Midterm paper: This assignment is a leadership analysis and takes the place of a midterm exam.
Leadership Analysis: Leadership in a Pandemic. Due 6/17/2023.
Specific instructions for this assignment will be posted on Blackboard.

FINAL RESEARCH PROJECT
This is a paper in which you will conduct an analysis of an organization you are familiar with. This analysis will use the topics we cover in class as a starting off point. The paper must be 10-12 pages in length. Detailed instructions will be posted on Blackboard.

FORMATTING FOR WRITING ASSIGNMENTS
All writing assignments must be typed using the following formatting style:
- Use Times New Roman 12-point font, 1-inch margins and double-spaced unless otherwise specified
- Each assignment must include a reference page containing all sources for that assignment.

- Each assignment must also include in-text citations for each statement or piece of information that came from a source other than your opinion or analysis. It is placed at the end of the statement and looks like this: (author's last name, year of publication).
- Use APA format for citations (see Purdue OWL for further guidance on APA formatting: https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)

GRADE WEIGHTS

Participation (Discussion Board)	10
Case studies	
4 @ 10 each	40
Midterm paper	20
Final Paper	30

GRADING SCALE (IN PERCENTAGES)

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 & below

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.

COURSE SCHEDULE, READINGS, ASSIGNMENT DUE DATES

WEEK 1 May 20 – 26: What is Org. Behavior; Managing Yourself	
Readings:	Denhardt et al., Chapter 1. Organizational Behavior as a Way of Thinking and Acting Denhardt et al., Chapter 2. Knowing and Managing Yourself
WEEK 2 May 27 – June 2: Creativity & Innovation; Managing Stress	
Readings:	Denhardt et al., Chapter 3. Fostering Creativity and Innovation Article: Baucus et al. (2007) Fostering Creativity and Innovation without encouraging unethical behavior Denhardt et al., Chapter 4. Managing stress
Case study #1:	Distress at DHS Due 6/3/2023

COURSE SCHEDULE, READINGS, ASSIGNMENT DUE DATES

WEEK 3 June 3 – 9: Decision-making; Motivation & Engagement	
Readings:	Denhardt et al., Chapter 5. Decision making Denhardt et al., Chapter 6. Motivation and engagement Article: Osland, et al. Ch. 1
Case study #2:	Levels of Participation Due 6/10/2023
WEEK 4 June 10 – 16: Leadership; Organizational Power & Politics	
Readings:	Denhardt et al., Chapter 7. Leadership in Public organizations Denhardt et al., Chapter 8. Power and Organizational Politics
Leadership Assignment:	Leadership in a Pandemic Due 6/17/2023
WEEK 5 June 17 – 23: Communications; Groups & Teams; Workplace Diversity	
Readings:	Denhardt et al., Chapter 9. Communicating Effectively with Others Denhardt et al., Chapter 10. Working in groups and teams Article: Harvey & Allard, Generational Diversity in the Workplace Article: Patrick and Kumar, Managing Workplace Diversity
Case study #3:	Who speaks for us? Due 6/24
WEEK 6 June 24 – 30: Managing Conflict, Org. Culture & Change, Intergenerational Workforce	
Readings:	Denhardt et al., Chapter 11. Managing Conflict Denhardt et al., Chapter 12. Organizational Culture and Change Article: Osland, Managing Effective Change Article: Harvey & Allard, Generational Diversity in the Workplace
Case study #4:	Conflict in Emergency Situation Due 7/1/2023
WEEK 7 July 1 – 7 Organizational Structure; Organizational Justice; Ethics	
Readings:	Denhardt et al., Chapter 13. Representing the Organization "on the Outside Denhardt et al., Chapter 14. Managing Behavior in the Public Interest Ethics article TBD
WEEK 8 July 8 – 14: Representing the Organization; Managing Behavior in the Public Interest	
Readings:	READINGS: Denhardt et al., Chapter 13. Representing the Organization "on the Outside" Denhardt et al., Chapter 14. Managing Behavior in the Public Interest
Final Paper:	Due 7/15/2023