

Cleveland State University
Maxine Goodman Levin College of Urban Affairs
Department of Urban Studies

**PSM/UST 452: Management of Urban &
Nonprofit Organizations**

Fall 2008

4 credit hours

Tuesdays 6-10 pm

Room UR 241 and LCCC

Instructor

Barbara S. Grano

Office Hours

By appointment: Call (440) 478-1616

Telephone

(440) 478-1616

Email

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Cancelled Class

If CSU is closed, class is cancelled

Listen to television or WTAM 1100 radio

Syllabus and assignment drop box is located at:

<https://elearning.csuohio.edu>

PSM 452 Mgmt of Urban & Nonprofit Org - Fall 2008 - Sect: 50 & Sect: 750

Section Instructor: Barbara Grano

Course Objectives: Upon completion of this course, you should be able to:

- Have a better understanding of human communication and relationships in organizations from intrapersonal, interpersonal, group and intergroup perspectives.
- Know and understand your personal behavior style within a work group
- Develop critical management skills
- Understand and utilize a variety of tools to problem solve in a public organization
- Recognize and understand the impact of diversity in the workplace and use the understanding to help build a stronger public organization
- Explain the theoretical basis of organizational behavior as a horizontal discipline
- Understand the concept of Total Quality Management.

Course Description: This undergraduate course provides an overview of management from a micro perspective. Thus, the focus of this course is on human interaction and relationships within a public organizational setting. The course is designed to give students a broad-based understanding of the field of public management. It assumes no prior academic background or work in public administration or organizational theory.

Classes will be conducted utilizing a synthesis of seminar discussions of assigned readings, experiential exercises, and case study analyses designed to enhance individual appreciation of the depth, complexity, and dilemmas of management in the public sector. It is essential that each student come to each

class well prepared to participate. Students are expected to attend all classes, read text assignments and identify topics that need clarification, participate actively in discussions, raise questions to ensure thorough understanding and the ability to use the information in contexts outside the classroom.

If an absence is essential, please indicate the reasons for your absence (if possible, ahead of time). Students who miss class are required to make up the work by writing up and submitting a summary of the material covered during the missed class along with completing any assignments made during his/her absence.

Plagiarism

Writing Center web page on plagiarism:

<http://www.csuohio.edu/writingcenter/plagiarism.html>

The CSU Student Handbook describes 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.

Minor infractions comprise those instances of cheating, plagiarism, and/or tampering which affect the grade of an individual class assignment or project of lesser (<25% of grade) importance. Multiple instances of minor infractions within a course or across courses constitute a major infraction.

Major infractions comprise those instances of cheating, plagiarism, and/or tampering which affect the overall course grade, such as a major/ comprehensive exam, term paper or project, final grade evaluation, or academic standing and status. Major infractions automatically result in an entry on the student's permanent record that the student has engaged in academic misconduct.

Procedures of reporting plagiarism are described on pages 17-21 of the Student Handbook.

<http://www.csuohio.edu/studentlife/conduct/StudentCodeOfConduct2004.pdf>

The penalties for plagiarism are found in full in the Student Handbook under Academic Regulations (Policy on Academic Misconduct) at the following link:
<http://www.csuohio.edu/studentlife/conduct/acadregs.html>

Special 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 UC304. 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.

Required Texts for PAD 604*

Robert B. Denhardt, Janet V. Denhardt, Maria P. Aristigueta. *Managing Human Behavior in Public and Nonprofit Organizations* (2nd edition). Los Angeles: Sage.

***Please Note:** Additional readings will be assigned.

Reading assignments listed on the syllabus are to be completed before the class session for which they are assigned. Each student must come to class prepared to participate in discussions. The instructor will not cover reading assignments by giving lectures that merely repeat the material. Nonetheless, the material will be the basis for discussion and you will be evaluated on it as well. You will be asked questions about the assigned readings or asked to lead discussions.

Evaluation for PSM/UST 452

Each student will receive a grade in accordance with University policies for undergraduate course grading

A	94-100	B-	80-82
A-	90-93	C+	77-79
B+	87-89	C	70-76
B	83-86	D	60-69
		F	<60

The final grade will be based upon an ongoing evaluation throughout the term and determined by the following criteria:

Midterm Exam	15 points
Team participation evaluation	4.5 points
Agency Session & Presentation Case Study Project: Team Poster	20 points
Team participation evaluation	4.5 points
Individual presentation	21 points
Final Paper	15 points
Class participation & attendance	20 points
Extra credit – turn in your team participation evaluation after the mid-term project and after the final project (2 points each time)	4 points
Extra credit – see project description below – you can only earn these extra credit points if you have received at least a “6” on your mid-term and final evaluations by fellow students	5 points

Class Participation - The class participation grade will be based on - among other things - in class discussion, experiential exercises, and case study analyses. With regard to class discussion, the *quality* of thought and *intellectual curiosity* shown counts more than the quantity/volume of verbal participation.

Midterm Exam – This is a 2-part assignment.

First: (for the group)

For your mid-term -- In your work group -- resolve the following case studies on pages 332-334 of the text "Managing Human Behavior in Public and Nonprofit Organizations."

- Budget Surplus Case Study – 5 points
- Parks and Recreation Case Study – 5 points
- Bayshore Child Development Center – 5 points

Submit ONE paper for your group with the names of ALL team members typed on the first page. Submit your work on Blackboard on the Assignment Tab to the assignment marked "Mid-Term."

Second: (for each individual)

Then, on Blackboard, each team member should individually open the next assignment called "Team Members' Evaluation." Each team member will submit an evaluation of their fellow team members' efforts on the group mid-term. Each team member will receive the average of grades assigned by his/her fellow team members, divided by two, up to a maximum of 4.5 points. When you submit your "Team Members' Evaluation," you'll get 2 extra points.

Total possible points for the mid-term:

15 points for case study

2 points for completing the assignment to evaluate your team members

0-4.5 points for team work on the mid-term

Agency Case Study – Students will team up in four or more groups to examine an organization, analyze the organization, apply organizational behavior theory, and make recommendations for organizational improvements. Students will give a 1-hour team report and participate in a poster session. Your fellow team members will determine 4.5 points of your grade based on your participation. Social loafers, beware!

These topics – at the least – must be explored as part of your case study:

1. Introduction & history
2. Organizational Chart
3. Team Work
4. Leadership
5. Decision Making
6. Diversity
7. Communication
8. Conflict Resolution
9. Organizational Culture – 3+ examples
10. Opportunities for the organization and its employees

Total possible points for Agency Case Study

20 points for case study

2 points for completing the assignment to evaluate your team members

0-4.5 points for team work on the mid-term

Presentation – Each student will give a 10--15 minute presentation (NO MORE THAN 15 MINUTES – YOU WILL BE PENALIZED 1 POINT FOR EACH MINUTE OVER 15 MINUTES ...so plan on making a 10 minute presentation) on one of the topics we are discussing during the semester. You will sign up on the first day of class to give your presentation.

- You may use individual research, a periodical or journal article, a website, or a book as the basis for your presentation.
- At least five minutes of your presentation should be a presentation of your topic and
- At least five minutes of your presentation should be a group project or discussion or case study
- You are encouraged to use powerpoint or other media presentation software or visuals.
- You must post a bibliography for your presentation listing at least three properly cited sources for your presentation on the assignment tab of Blackboard the day of your presentation. Consider using <http://citationmachine.net/> to create proper citations.
- If you cannot present on the day you select, swap your date and topic with a classmate. There will be a 5 point penalty if you do not present or swap on your date.
- Please see the rubric in the syllabus for grading.

Final Paper – The final paper will be based on the agency you studied for your group case study. This paper will illustrate how theories outlined in the course text can be applied to your organization in 3 of these areas (**choose any 3**):

1. Individual behavior in the organization
2. Group and social processes
3. Organizational processes
4. Leadership
5. Decision making
6. Diversity
7. Communication
8. Conflict Resolution

9. Organizational effectiveness and design

Be sure to relate your illustrations directly to case theory from the text book.

The Final Paper is not a group project! Turn your individual paper in on the assignment tab of Blackboard.

Your paper should be two, but no longer than four pages, double spaced.

Due date: December 9, 2008

Total possible points for Final Paper:

15 points

In addition, throughout the semester, students will meet in small seminar groups. Each student is expected to have read all assigned material and come to class prepared for discussion. If you miss a class, you will lose 2 points per class missed unless arrangements are made to make up the class work. You may make up 1 points of class work by resolving all case studies assigned for the missed week with a written 1 page paper for each study. Make sure to type the date of the missed class at the top of your paper beside your name.

Extra Credit – 5 points (You may only earn these points if you earn at least 6 points in your team participation evaluation on the mid-term and final agency study)

The Fiscal Wake-Up Tour

Thursday, October 2, 2008

4:00 to 6:00 p.m.

Maxine Goodman Levin College of Urban Affairs, Atrium

Glickman-Miller Hall

1717 Euclid Avenue

Register at

http://urban.csuohio.edu/forum/events/register/10_02_08_register.html

Write a one page paper summarizing the presentations of the Concord Coalition (4 paragraphs). Due: October 7

About the Event

The Concord Coalition believes that only with an engaged, informed and demanding public can the nation's fiscal challenges be met. The Fiscal Wake-Up Tour's mission is to cut through the usual partisan rhetoric and stimulate a more realistic public dialogue on what we want our nation's future to look like, along with the required trade-offs. We believe that elected leaders in Washington know there is a problem, but they are unlikely to act unless forced to by their constituents. The Tour began as a series of public forums around the country and now, in addition to those forums, we are organizing in-depth local committees to further focus attention on our nation's daunting long-term fiscal challenges.

Panelists:

David M. Walker , President & CEO, The Peter G. Peterson Foundation
<http://www.pgpf.org/about/leadership/dmw>

Robert L. Bixby, Executive Director, The Concord Coalition
<http://www.concordcoalition.org/about-us/national-staff/robert-bixby>

Paul Cullinan, The Brookings Institution
Research Director, Budgeting for National Priorities
<http://www.brookings.edu/experts/cullinanp.aspx>

Alison Fraser, The Heritage Foundation
Director, Thomas A. Roe Institute for Economic Policy Studies
<http://www.heritage.org/about/staff/alisonfraser.cfm>

More information is available at Concord Coalition
Please see <http://www.concordcoalition.org/act/fiscal-wake-tour>.

Course Outline/Schedule

The instructor reserves the right to adjust the syllabus

<p>Session 1 August 25, 2008</p>	<p>Introduction to Course Individual introductions Philosophical considerations/course expectations Course Introduction</p> <p>How to access Blackboard at https://elearning.csuohio.edu</p> <p>Topics Teams & Team Work</p> <p>Exercises: The Wisdom of Crowds</p> <p>Assignment: Bring to the next class a list of at least three (3) public or nonprofit agencies you are interested in researching for the Agency Case Study Project</p> <p>Go to www.lakelandcc.edu/profile Fill out the profile by September 1. DO NOT FILL IN THE FIRST two lines that read "focus" and "group." I will email your results back to you if you enter your email address.</p> <p>Class participation: 2 points</p>
<p>Session 2 September 2, 2008</p>	<p>Knowing and Managing Yourself</p> <p>Read: Chapters 1 & 2</p> <p>Exercises Your behavior style Go to www.lakelandcc.edu/profile</p> <p>PPT: Kohlberg</p> <p>Case Study: Privatizing the Cafeteria, page 34</p> <p>Video: How People are Different</p> <p>Class participation: 2 points</p>

<p>Session 3 September 9, 2008</p>	<p>Fostering Creativity and Working in Groups & Teams</p> <p>Read: Chapters 3 and 10</p> <p>Presentations:</p> <p>Facilitate: Choice of agency to study Assignments to agency study groups</p> <p>Discuss: agency case study – requirements and product expectation</p> <p>Video: Fish</p> <p>Exercises Mindmapping Team-Building Exercise, page 306</p> <p>Class participation: 2 points</p>
<p>Session 4 September 16, 2008</p>	<p>NO CLASS MEETING – MEET WITH YOUR TEAM FOR AGENCY CASE STUDY PROJECT.</p> <ol style="list-style-type: none"> 1. Discuss how you will complete your group’s mid-term project described in Session 8 and due on October 14. 2. Discuss how you will conduct your investigations and make your presentation for your agency report.
<p>Session 5 September 23, 2008</p>	<p>Managing Stress and Managing Conflict</p> <p>Read: Chapters 4 & Chapter 11</p> <p>Presentations:</p> <p>Assignments Are you a risk taker? http://www.humanmetrics.com/rot/rotqd.asp</p> <p>Case Study: Distress at DES, page 108</p> <p>Video: Effectiveness Institute</p> <p>Class participation: 2 points</p>
<p>Session 6 September 30, 2008</p>	<p>Decision Making</p> <p>Read: Chapter 5</p>

	<p>Presentations:</p> <p>Exercises Introduce compression planning, Vroom decision making</p> <p>Assignments</p> <p>In your work group, use the Decision-Making Framework on page 137</p> <p>Powerpoint: SWOT Analysis</p> <p>Case study: New Charter School, page 138</p> <p>Class participation: 2 points</p>
<p>Session 7 October 7, 2008</p>	<p>Motivating Yourself & Others</p> <p>Read: Chapter 6</p> <p>Exercises Case Study: SOS in DHS, page 164</p> <p>Video: Effectiveness Institute Powerpoint: Maslow's Hierarchy of Needs</p> <p>Class participation: 2 points</p>
<p>Session 8 October 14, 2008</p>	<p>Mid-Term – no class Mid-Term due: October 16, 2008 – 1 point deducted for each day late. Cannot turn in after October 20. Post on Blackboard on the Assignment tab.</p> <p>For your mid-term -- In your work group -- resolve the following case studies on pages 332-334:</p> <ul style="list-style-type: none"> • Budget Surplus Case Study – 5 points • Parks and Recreation Case Study – 5 points • Bayshore Child Development Center – 5 points <p>Submit ONE paper for your group with the names of ALL team members on Blackboard, under the tab "Assignments" for the assignment "Mid-Term." Then, on Blackboard, under the tab "Assignments" INDIVIDUALLY fill out the form for "Team Members' Grades" and submit your evaluation of your fellow team members' efforts. Each team member will receive the</p>

	<p>average of grades assigned by his/her fellow team members, up to a maximum of 5 points.</p> <p>Total possible points: 20 points</p>
<p>Session 9 October 21, 2008</p>	<p>Leadership in Public Organizations</p> <p>Read: Chapter 7</p> <p>Case study: Leadership when no one is in charge, page 205</p> <p>Powerpoints: Wikinomics (posted on Blackboard) Think about what life - and government - would be like ten years from now. One of the results is the short story about a day in the life of a man named Donald, in the year 2018. Hope you enjoy.</p> <p>Class participation: 2 points</p>
<p>Session 10 October 28, 2008</p>	<p>Power and Organizational Politics</p> <p>Read: Chapter 8</p> <p>Exercises</p> <p>Organizational Charts</p> <p>Case study: Politics & MBO, page 235</p> <p>Case studies: Organizational Change, pages 369-372</p> <p>Class participation: 2 points</p>
<p>Session 11 November 4, 2008</p>	<p>NO CLASS: Group Preparation time</p>
<p>Session 12 November 11, 2008</p>	<p>Communicating Effectively With Others</p> <p>Read: Chapter 9</p> <p>Class exercise: Stakeholders</p> <p>Class participation: 2 points</p>

<p>Session 13 November 18, 2008</p>	<p>Organizational Change</p> <p>Read: Chapter 12</p> <p>Class participation: 2 points</p>
<p>Session 14 November 25, 2008</p>	<p>Group Final Projects – Main Campus Attendance mandatory -5 points deducted for unexcused absence (acceptable excuses: hospitalization or death, bring proper certification. For travel, present airline ticket reservation no later than October 1).</p>
<p>Session 15 December 2, 2008</p>	<p>Group Final Projects - Lorain Attendance mandatory -5 points deducted for unexcused absence (acceptable excuses: hospitalization or death, bring proper certification. For travel, present airline ticket reservation no later than October 1).</p>
<p>Session 16 December 9, 2008</p>	<p>Final Paper Due – no class; no papers accepted after December 9. Post on Blackboard under the “Assignment” tab for the Final Paper For your final, In your work group, turn in ONE paper for your group that summarizes your case study in 10 pages or less. Submit your paper with the names of ALL team members on Blackboard, under the tab “Assignments” for the assignment “Final.” – 20 points Then, on Blackboard, under the tab “Assignments” fill out the form for “Team Members’ Grades” and submit your evaluation of your fellow team members’ efforts. Each team member will receive the average of grades assigned by his/her fellow team members, up to a maximum of 5 points.</p> <p>Total possible points: 25 points</p>

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Agency Case Study Grade Sheet (20 points)

Team: _____

Members: _____

	Points	
Poster (covering 10 topics)	5	
Presentation (covering 10 topics)	5	
Understanding of organization	3	
Introduction	1	
History	1	
Organizational Chart	1	
Team work within the organization	1	
Leadership within the organization	1	
Decision making within the organization	1	
Diversity within the organization	1	
Rewards & conflicts	1	
Opportunities for the organization and its employees	4	
Extra credit: SWOT analysis	3	
TOTAL POINTS		

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Individual Presentation Rubric

NAME _____

No less than 10 minutes, no more than 15 minutes	2 points
At least 5 minutes active presentation	2 points
At least 5 minutes class participation	2 points
Presentation pertinent to unit topic	3 points
Strong visuals	3 points
Good class participation project or provocative question	3 points
Demonstration of good understanding of the topic	3 points
Properly cited bibliography submitted on Blackboard	3 points
SUB-TOTAL	21 points
Less 1 point for each minute over 15 minutes	
TOTAL	

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Sign up for your presentation

September 9	Fostering Creativity	
September 9	Fostering Creativity	
September 9	Working in Groups & Teams	
September 9	Working in Groups & Teams	
September 23	Managing Stress	
September 23	Managing Stress	
September 23	Managing Conflict	
September 23	Managing Conflict	
September 30	Decision Making	
September 30	Decision Making	
September 30	Conflict Resolution	
September 30	Conflict Resolution	
October 7	Motivating Yourself	
October 7	Motivating Yourself	
October 7	Motivating Others	
October 7	Motivating Others	
October 21	Leadership in Public Organizations	
October 21	Leadership in Public Organizations	
October 21	Organizational Culture	
October 21	Organizational Culture	

October 28	Power	
October 28	Power	
October 28	Organizational Politics	
October 28	Organizational Politics	
November 11	Communicating Effectively With Others Internally	
November 11	Communicating Effectively With Others Internally	
November 11	Communicating Effectively With Others Externally	
November 11	Communicating Effectively With Others Externally	
November 18	Organizational Change	
November 18	Organizational Change	
November 18	Getting into Management	
November 18	Getting into Management	