Course Information: Monday 6 – 8:50 p.m.
CSU Levin College of Urban Affairs – UR 107
3 credit hours

Instructor Information:
Gregory L. Brown
Part-Time Single Term Instructor
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Office hours: By appointment

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.

Course Objective: Management is an art as well as a science. There are fundamental differences between non-profit and public sector organizations and private enterprise. The student will be able to discern the difference between the public/nonprofit sector and the private sector as well as learn the key concepts behind management. Those key concepts are:

- 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 attend all class sessions with all reading assignments completed beforehand, complete all homework assignments on time, participate in group discussions, and contribute to the learning experience. Students who have to miss class should notify the instructor prior to the start of class. Students who miss more than one class without proper documentation will have the final grade reduced accordingly.
General Education Statement: The course fulfills the capstone course/experience general education requirement. Students will acquire competencies in critical thinking, writing, and working in groups. Keep reading for a discussion of the capstone assignment.

Grading and Evaluation: Grades will be determined by attendance, participation, and performance on class assignments including a midterm, a capstone project, and other assignments. The grade weight will be distributed according to this formula:

- Class participation: 10%
- Homework assignments: 10%
- Writing assignments: 20%
- Midterm Exam: 20%
- Capstone Project: 40%

Assignments must be turned in the day they are due. Late assignments will lose 10 points for each day the assignment is late. Assignments more than 3 days late will not be accepted. Exam attendance is required. Makeup exams will only be given with prior approval of the instructor.

If class is cancelled due to snow or inclement weather, assignments may be emailed to the instructor prior to the 6:00 p.m. start of class.

Grading scale: 95 –100 A; 90 – 94 A-; 87 – 89 B+; 83 – 86 B; 82 – 80 B-; 77 – 79 C+; 70-74 C; 60 – 69 D.

University Policy Statements
Students with special needs or those who require special accommodations when taking exams, completing projects, or meeting the class requirements should identify themselves immediately to the instructor so that appropriate arrangements may be made.

Accommodations need to be requested in advance and will not be granted retroactively. The Office of Disability Services provides additional assistance for those students who have special needs.

Refer to the CSU Bulletin for drop/add dates, withdrawal procedures, S/U or incomplete grading.

Student Accommodation
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 14 7. Accommodations need to be requested in advance and will not be granted retroactively.
Policy on Academic Misconduct
3344-21-02

"Cheating" - Fraudulent acquisition and/or submission of another's intellectual property. This includes, but is not limited to, the unauthorized giving or receiving of a copy of examination questions, the use of unauthorized or fabricated sources in carrying out assignments, and copying the examination answers of others.

"Plagiarism" - 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.

You should put these definitions in the syllabus, and consider putting the sanctions in as well (in policy on line through link)

Attendance Policy
Students are expected to attend all scheduled classes during the semester. Absences due to a medical condition or work situation, beyond the allowed unexcused number, will not result in deductions on attendance if the student provides official documentation by an appropriate professional or supervisor.

Make-up of exams and assignments is at the discretion of the instructor and requires valid written documentation (such as a doctor’s note).

There is to be no eating in class unless food is provided for everyone.

There is no gum-chewing in class.

Laptops and PDAs are permitted for note-taking only. The use of a cell-phone or computer for email and/or texting is prohibited while class is in session. Cell phones should be turned off or set to vibrate during the class session.

Students are encouraged to contact me with questions or with respect to problems they may be having with the course content. My telephone numbers and email address are listed on the first page of the syllabus.

All written work must be submitted in APA style. Grading will be based on content, spelling and grammar. Check your work! The Writing Center at Cleveland State is available to assist the student with writing issues. Information on the writing center can be found at http://www.csuohio.edu/writingcenter/index.html http://www.lakelandcc.edu/writingcenter
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 well as practical application. There are 3 areas to be highlighted as part of the capstone project. For this course, the 3 areas are: critical thinking, group work, and writing.

The project involves an in-depth analysis of a public or non-profit agency. Working in teams, you will identify the agency, meet with a representative of the agency, and analyze it according to an assessment tool that will be distributed in class. Each student will be responsible for writing a paper on their particular area of analysis. The team is responsible for a 25 – 30 minute presentation, using Power Point, on the findings from the analysis. Every member of the team must participate in the presentation.

Critical thinking will be required in the analysis phase; group work is necessary in the coordination of the agency interview and assembly of the paper and the final presentation; and writing will be demonstrated in the submission of a paper. Paper requirements include no fewer than 5 peer reviewed journal articles as part of the research process.

Text:
Course Requirements:

1) Preparation and Participation
   As participation constitutes 10% of the final grade it is important that students have all the reading assignments completed prior to coming to class. Your contribution must be thoughtful and pro-active, not reactionary to what someone else said. Class discussions must be respectful of the fact that we all have a different world-view.

2) Case Studies and Homework Assignments: Periodically, case studies will be assigned for you to read and analyze. Some will be discussed in class and some may require written homework, to be turned in the night of class.

3) Written Assignments: There will be two papers assigned during the semester. One paper will be a Reflective Essay on a topic assigned in class. The other paper will be a Synthesis Essay on an issue discussed from the text book. Both papers will be five-page double-spaced papers. You are to demonstrate your critical thinking skills by thoughtfully answering the question and delving into the subject matter. You may use reference and research material when answering the question. Additional information will be available in class and from the CSU Writing Center.

4) Midterm Exam: There will be an in-class, closed book exam covering the material through week eight. The exam will consist of multiple choices, and a short essay. The exam is meant to test your understanding of the material covered in the reading assignments as well as the discussions in class. Several case studies involve critical thinking and you may be asked to demonstrate individual critical thinking ability during the exam.

5) Capstone Project: Students will form teams based upon areas of concentration, e.g., public safety students will work together. Each team will analyze a different public sector or non-profit agency based upon criteria distributed in class. Each student will write a chapter toward the final paper. The team will present a comprehensive view of the agency in a 25 – 30 minute Power Point presentation.
Assignments

Week one: January 16  **No Class – Martin Luther King Jr. Holiday**

Week two: January 23  **Introduction and Organizational Behavior a new way of Thinking and Acting**

  Homework: Read Chapters one and two, complete the assignments in Appendix 2A, 2B, 2C, and 2D.

Week three: January 30  **Knowing and Managing Yourself**

  Homework: Read Chapter 3 Complete the mind mapping exercise on page 84 and bring to class for demonstration.

Week four: February 6  **Fostering Creativity**

  Homework: Read Chapter 4; be prepared to discuss the exercises under Thinking in Action beginning on page 113. Read Chapter 12, Organizational Change. First paper assigned.

Week five: February 13  **Managing Stress and Change - 1st Paper Due**

  Homework: Read Chapter 5; be prepared to discuss New Charter School on page 146

Week six: February 20  **No Class – President’s Day Holiday**

Week seven: February 27  **Decision Making**

  Homework: Read Chapter 6

Week eight: March 6  **Motivating Yourself and Others**

  Homework: Prepare for Midterm Exam

  **Spring Recess March 12-19**

Week nine: March 20  **Midterm Exam**

  Homework: Read Chapter 7

Week ten: March 27  **Leadership in Public Organizations**

  Homework: Read Chapter 8 Complete Assessing your Power Potential on page 247
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<tr>
<th>Week</th>
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| Week eleven  | April 3  | **Power and Organizational Politics**    | Homework: Read Chapter 9  
|              |          |                                          | Second Paper Assigned  |
| Week twelve  | April 10 | **Communications - 2nd Paper due**       | Homework: Read Chapter 10 |
| Week thirteen| April 17 | **Working in Groups and Teams**          | Homework: Read Chapter 11 |
| Week fourteen| April 24 | **Managing Conflict/Relations/ Ethics**   | Homework: Read Chapters 13 and 14 |
| Week fifteen | May 1    | **Capstone Presentations begin**         |                       |
| Week sixteen | May 8    | **Capstone Presentations continue**      |                       |

The instructor reserves the right to make other assignments as well.