

CSUS 330
Organizational Management for Community Sustainability

Spring 2017
Tuesday and Thursday, 8:30-9:50AM
152 Natural Resources Bldg.

Instructor

Dr. Chuck Nelson, 142 Natural Resources Bldg.
(517) 432-0272 or nelsonc@msu.edu
Office Hours: 10:00 – 11:30AM Wednesday or by appointment

Catalog Course Description

Sustainable management and operation of public and nonprofit organizations. Legal foundations, policy, management responsibilities, ethical decision-making and management functions.

Prerequisite: (CSUS 200 or CSUS 273 or CSUS 276) and Completion of Tier I Writing Requirement

Credits: 3 (Lecture/Recitation/Discussion)

Introduction

Managing public and non-profit organizations is a vital and demanding job. The services these organizations provide are important elements of our society, communities and families. They need engaged leadership that understands the dynamics and functions in an organization that is not primarily motivated by financial profit. However, to be effective, they also need to effectively engage and partner with other organizations, including those that are for-profit companies.

Through this course, private nonprofit and public organizations will be examined and discussed. Primary attention will be given to understanding the management of non-profit and government organizations and linking the career goals of individual students related to non-profit and government organizations to assignments. The course will include a number of guest lectures by practicing management professionals in nonprofit and government organizations that directly illustrate major course concepts. Each student will investigate an organization which aligns with his/her professional career goals or personal interests. In this investigation each student will profile the organization in relationship to the concepts discussed in the course and provide a portfolio of the organization's management. Assignments will be done in a chapter fashion with an initial draft of each chapter, review by the instructor, a revision by the student leading to a final document and presentation to the class. Course topics include: strategic management, organizational mission and goals, legal foundations, citizen leadership, volunteer management, resource acquisition and accountability and marketing. Students will have opportunities to demonstrate their knowledge of these areas through examinations, written assignments/projects, presentations and classroom discussions.

Text & Reading Resources

Required Text: Ahmed, S. (2013). Effective non-profit management: context, concepts, and competencies. Boca Raton, FL: CRC Press.

Additional readings: On-line and noted in the course calendar with appropriate links.

Learning Goals

The student will develop an understanding of and gain proficiency with:

- fundamental principles, procedures, and responsibilities of managing governmental and non-profit organizations;
- strategic management
- key organizational communication and marketing concepts;
- basic principles and procedures of citizen leadership and volunteer management;
- legal foundations of non-profit and government organizations, legislative processes and organizational policy; and
- fiscal policy and financial accountability

These course outcomes support the Department of Community Sustainability undergraduate program competency goals of strengthening critical thinking, systems thinking, civic engagement and leadership. Successful completion of this course provides students with the background needed to appreciate, understand, and contribute to the successful management of a non-profit or governmental organization. In addition, this course supports Michigan State University's Undergraduate Learning Goals of effective citizenship, integrated reasoning, and effective communication. Finally, the assignments directly focus on each student's career and life goals.

Course Requirements

Exams

There will be three exams. They will include a mixture of multiple choice, matching, and true/false questions. **There will be no opportunity for extra credit other than those the instructor provides to all students on the exams.** No one will be excused from taking exams at the time scheduled without prior permission of the instructor. If you attempt to contact me and I am not available, it is your responsibility to leave an email message or a phone message with a way to contact you. The instructor's powerpoints and notes, guest speaker's notes or powerpoints, videos and handout materials will not be posted on the internet, D2L, etc. **BE IN CLASS!**

Reflective Essays

Each student will write an in-class one page reflective essay for each guest lecture. It will highlight the key points made by the speaker(s), identify the most salient speaker observation and provide a follow-up question to the presentation. Each essay will be worth up to 5 points.

Organization Management Analysis and Recommendations

This assignment has three short essays and involves iterative writing where you do a draft, it is reviewed and then you provide a final document. It is the where each of you apply your knowledge of organizational management of public and non-profit entities to

one non-profit or government organization where you would like to work or one for which you have an affinity for the organizational mission. Choose a government or non-profit organization wisely so you will be able to gain the requisite information based on their website, interview with organization representative, etc. Use appropriate sub-headings to aid the reader and to make your communication clear and concise. The components of the assignment are:

- a. **Personal and Career Goals, Organization Selection and Rationale:** Discuss your personal and career goals and the non-profit or government organization you selected to help achieve some of those goals. This may be more related to your career or to your personal support for the mission of the organization. Please provide a thumbnail sketch/overview of the organization and its mission. 2-4 pages typed, single spaced.
- b. **Legal Foundations, Mission, Trends and Improvement using SWOT:** The organization's legal foundations, their expression in the mission statement and the trends influencing the organization linked to its capacities and potentials. Conduct and report a strengths, weaknesses, opportunities and threats/challenges analysis of the organization's current status and how to better meet the mission. 2-4 pages typed, single spaced.
- c. **Community Engagement, Volunteer Management, Resource Acquisition, Accountability and Marketing:** Discuss the organization's engagement of citizens, management of volunteers, acquisition of resources, accountability and how the organization markets itself and its mission. What improvements could be made to better meet the mission? 2-4 pages typed, single spaced.

Organizational Management Analysis Presentation

In a presentation of 7-8 minutes with up to 10 slides, summarize a-c above in an interesting and informative presentation. Expect questions from classmates and me.

Grading

Assignment	Possible Points	% of Grade
Exams	120	40%
Speaker Highlights	30	10%
Personal/Career Goals, Organization & Rationale	40	10%
SWOT Analysis	40	10%
Citizen Leadership, Engagement, Volunteers and Resource Acquisition, Accountability & Marketing	40	20%
Organization Management Presentation	30	10%
Total	300	100%

Grading Scale

Points	Points	
270 or more = 4.0	210-224	= 2.0
255-269 = 3.5	195-209	= 1.5
240-254 = 3.0	180-194	= 1.0
225-239 = 2.5	Less than 180	= 0.0

Academic Integrity

Article 2.III.B.2 of the Academic Freedom Report states: “The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards.” In addition, the Department of Sustainability adheres to the policies on academic honesty specified in General Student Regulation 1.0, *Protection of Scholarship and Grades*; the all-University Policy on *Integrity of Scholarship and Grades*; and Ordinance 17.00, Examinations.

CSUS 330 Spring 2017 Class Calendar (*Italics denotes due dates*)

Day/Date	Topic/Assignment Due	Reading (Ahmed 2013 or on-line)
T 1/10	Course Intro, Student Career/ Personal Goals, Non-Profit (NP) Overview	
R 1/12	Non-Profit Overview Continued	Chapter 1
T 1/17	Government Overview	
R 1/19	Government Overview Continued – <i>Personal and Career Goals and Organization Rationale Draft Essay Due</i>	
T 1/24	Linkages Among Government, NP and Business - <i>Instructor Return Draft Personal and Career Goals and Organization for Revision to Final Document</i>	Chapter 2
R 1/26	Legal Foundations and Mission of NP	Chapter 3
T 1/31	<u>No class</u> - Instructor presenting at MI Trails Summit in Grand Rapids	
R 2/2	Legal Foundations and Mission of Government - <i>Final Personal and Career Goals and Organization Essay Due</i>	
T 2/7	Exam 1	
R 2/9	Understanding Principles of Organizational Behavior	
T 2/14	Linking Mission, Trends, Capacity and Potential: Conducting a SWOT Analysis - Increasing 4 year graduation rates at MSU	Chapter 4
R 2/16	Principles of Leadership	
T 2/21	NP Leadership and Governance - <i>Draft SWOT Analysis Essay Due</i>	
R 2/23	NP Leadership and Governance in an Advocacy Non-Profit - <u>Guest Speaker Sarah Mullkoff, Energy Program Director, Michigan Environmental Council (tentative)</u>	
T 2/28	Non-Profit Leadership in Land Conservancies - <u>Guest Speaker Jonathon Jaroz, Executive Director, Heart of the Lakes (confirmed)</u>	
R 3/2	Exam 2	
T & R	SPRING BREAK HOLIDAYS - NO CLASS!	

Day/Date	Topic/Assignment Due	Reading (Ahmed 2013 or on-line)
3/7-9		
T 3/14	Government Organization Leadership: Case of the Citizens Committee for Michigan State Parks - <i>Instructor Return Draft SWOT Analysis Essay</i>	
R 3/16	Volunteer Management - <u>Guest Speaker Rebecca Hagerman, The Nature Conservancy (confirmed)</u>	Chapter 5 pgs. 140-151
T 3/21	NP and Government Resource Acquisition - <i>Final SWOT Analysis Essay Due</i>	Chapter 6
R 3/23	Marketing in NP and Government	Chapter 8
T 3/28	Fund Raising in NP - <u>Guest Speakers Craig Curtis and Jaime Salisbury, Ducks Unlimited (confirmed)</u>	
R 3/30	Marketing in Government - <u>Guest Speaker Maia Turek, Marketing Manager, Michigan State Parks (confirmed)</u> - <i>Draft Community Engagement, Volunteer Management, Resource Acquisition, Accountability and Marketing Essay Due</i>	
T 4/4	No Class – Instructor Presenting at North Eastern Recreation Research Conference	
R 4/6	Accountability and Ethics in Government - <u>Erik Eklund, Budget Director, Michigan Department of Natural Resources (confirmed)</u> <i>Random Draw for Presentation Day</i>	Chapter 10
T 4/11	Accountability and Ethics in NP - <u>Joe Wald, Executive Director, Greater Lansing Food Bank (confirmed)</u> - <i>Instructor Return Draft Community Engagement, Volunteer Management, Resource Acquisition, Accountability and Marketing Essay</i>	
R 4/13	Student Organizational Management Presentations	
T 4/18	Student Organizational Management Presentations	
R 4/20	Student Organizational Management Presentations	
T 4/25	Student Organizational Management Presentations - <i>Final Community Engagement, Volunteer Management, Resource Acquisition, Accountability and Marketing Essay Due</i>	
R 4/27	Student Organizational Management Presentations	
W 5/3	Exam 3 – 7:45 - 9:45AM Room 152 NR	