Graduate Course Syllabus

CED 613: Organizational Management in CED
Center: Online

Course Prerequisites
None

Course Description
This course provides the underpinnings of public/nonprofit management. This course covers the basic principles of Organizational Management, leadership, human aspect of organizations and organizational life, and the functions that managers must perform to be successful. The primary goal of the course is to provide students with the tools needed to perform more effectively as managers. The course begins with an individual focus (Organizational Behavior) that rapidly progresses to higher social dimensions (group, organizational). The course also attends to Organizational Management with an emphasis on public/nonprofit practice. This course is intended to add to students' knowledge base of management theories and practices, and to develop skills through the application of knowledge to real life. By the end of the course, students will have to better understand of themselves as managers, other players and the socio-technical systems of organizations and management.

Course Outcomes
- Describe OM concepts and processes in planning, organizing, motivating and influencing others to achieve a CED organization's short and long-term success
- Incorporate ethics in CED OM practice
- Identify types of decisions made at different organizational levels
- Outline organizational design and the dimensions of organizational structures
- Identify distinctions between management and leadership, as well as leadership talent within and around an organization
- Describe the elements of organizational communication processes
- Identify key management strategies, which are used to enhance work groups and teams, and to manage inter-group and intra-group conflict, as well as ways to promote organizational change and learning

Required Materials
Using your learning resources is critical to your success in this course. Please purchase directly through SNHU's online bookstore, MBS Direct, rather than any other vendor. Purchasing directly from the bookstore ensures that you will obtain the correct materials and that the Help Desk, your advisor, and the instructor can provide you with support if you have problems.

Managing the Nonprofit Organization: *Principles and Practices*

Drucker, P. F.

HarperCollins Publishers

2005

9780060851149

Executive Directors Guide: *The Guide for Successful Nonprofit Management*

Radosevich

2002

9780971742604

Instructor Availability and Response Time

Your class interaction with the instructor and your classmates will take place in Blackboard on a regular, ongoing basis. Your instructor will be actively engaged within the course throughout the week. You will normally communicate with your instructor in the weekly discussions or the General Questions forum in Blackboard so that your questions and the instructor's answers benefit the entire class. You should feel free, however, to communicate with your instructor via SNHU email at any time, particularly when you want to discuss something of a personal or sensitive nature. Your instructor will generally provide a response within 24 hours.

Grade Distribution

Assignment Category	Number of Graded Items	Point Value per Item	Total Points
Journals	Summative	190	190
Discussions	17	15	255
Short Papers	2	25	50
Final Project	2	300 (10-3 Final Project: Final Paper) 175 (10-4 Final Project: Presentation)	475
		Total Course Points:	970

This course may also contain practice activities. The purpose of these non-graded activities is to assist you in mastering the learning outcomes in the graded activity items listed above.

University Grading System: Graduate

	Total Points:	970			
Grade	**Numerical Equivalent**	**Points**	**Points Equivalent**		
				Lower	*Upper*
A	93-100	4.00		902	970
A-	90-92	3.67		873	901
B+	87-89	3.33		844	872
B	83-86	3.00		805	843
B-	80-82	2.67		776	804
C+	77-79	2.33		747	775
C	73-76	2.00		708	746
F	0-72	0.00		0	707
I	Incomplete				
IF	Incomplete/Failure*				
W	Withdrawn				

*Please refer to the policy page for information on the incomplete grade process.

Grading Guides

Specific activity directions, grading guides, posting requirements, and additional deadlines can be found in the Course Information area in the Assignment Guidelines and Rubrics folder.

Weekly Assignment Schedule

The Learning Modules area in Blackboard contains one module folder for each week of the course. All reading and assignment information can be found in the folders. Assignments and discussion board posts during the first week of each term are due by 11:59 p.m. Eastern Time. Assignments and discussion posts for the remainder of the term are due by 11:59 p.m. of the student's local time zone.

In addition to the textbook readings that are listed, there may be additional required resources within each module in Blackboard.

Module	Topics and Assignments
1	Icebreaker Activity (Required)
	Leadership and Management: Two Different Roles
	1-1 Discussion: Concepts of Leadership and Management
	1-2 Self-Assessment: Leadership Assessment Test
	1-3 Review: Final Project Document
	1-4 Staff List
2	Ethics and Managerial Decision Making in CED Organizations
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapters 1 and 2
	Managing the Nonprofit Organization: Principles and Practices, Preface, Chapters 1 and 2
	2-1 Discussion: Management- "A Bad Word"
	2-2 Discussion: Role as a Leader
	2-3 Final Project: Organization Chart

3	The Organizational Design and Structure of CED Organizations
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapter 6
	3-1 Discussion: Obtaining Information
	3-2 Discussion: Compare and Contrasting Organizational Charts
	3-3 Final Project: Submit Organizational Chart
4	Strategic Management
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapter 3
	Managing the Nonprofit Organization: Principles and Practices, Part 3
	4-1 Discussion: Mistakes
	4-2 Discussion: Retooling
	4-3 Journal: Theories of Strategy
	4-4 Short Paper: Compare and Contrast
5	Allocating Human Resources
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapter 10
	Managing the Nonprofit Organization: Principles and Practices, Part 2
	5-1 Discussion: Exercising Control
	5-2 Discussion: Diversity and Allocating Resources
	5-3 Journal: Managing Human Resources
	5-4 Short Paper: Analysis of Porter's Articles
	5-5 Final Project: Proposed Topic and Bibliography
6	Forces that Shape Planning and Strategy in Organizational Management
	Managing the Nonprofit Organization: Principles and Practices, Part 4
	6-1 Discussion: Strategic Planning and Globalization
	6-2 Discussion: Diversity and Organizational Culture
	6-3 Journal: Organizational Culture
7	Motivation, Communication, and Managerial Controls
	Managing the Nonprofit Organization: Principles and Practices, Part 5
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapter 8
	7-1 Discussion: Motivating Staff
	7-2 Discussion: Communication Methods
	7-3 Journal: Vision and Organizations
	7-4 Final Project: Revised Staff List
8	Working in a Culturally Diverse Environment
	8-1 Discussion: Diversity
	8-2 Discussion: SWOT Analysis
	8-3 SWOT Analysis: Complete and Submit
9	Managing and Resolving Conflict
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapters 6 and 10
	9-1 Discussion: Boards as Roles Models
	9-2 Journal: Preventing Conflict: Part 1
	9-3 Journal: Preventing Conflict: Part 2
	9-4 Final Project: Final Paper
	9-5 Final Project: Presentation

10	Managing Change and Innovation in CED
	Executive Directors Guide: The Guide for Successful Nonprofit Management, Chapters 9, 12, and 13
	10-1 Discussion: Theories of Change
	10-2 Journal: Who Moved My Cheese?
	10-3 Final Project: Final Paper
	10-4 Final Project: Presentation

Attendance Policy

Online students are required to submit a graded assignment/discussion to Blackboard during the first week of class. If a student does not submit a posting to the graded assignment/discussion during the first week of class, the student is automatically withdrawn from the course for non-participation. Review the full attendance policy.

Late Assignments Policy

Meeting assigned due dates is critical for demonstrating progress and ensuring appropriate time for instructor feedback on assignments. Students are expected to submit their assignments on or before the due date. Review the full late assignment policy.

SNHU College of Online and Continuing Education Student Handbook

Review the student handbook.

Diversity and Disability Statement

The College of Online and Continuing Education (COCE) at SNHU values diversity and inclusion. SNHU strives to create inclusive and welcoming academic environments. If there are aspects of the instruction or design of this course that present barriers to your inclusion, please notify the Disability Resource Center (DRC) as soon as possible. We will work with you and your instructor to address needs and concerns. We encourage all students with known or suspected physical, medical, sensory, psychiatric, and/or learning disabilities to register with the Disability Resource Center (DRC) in order to assess learning needs and take advantage of available academic accommodations and support services.

SNHU does not discriminate on the basis of race, color, national origin, sex, disability, age, religion, citizenship, marital status, gender identity or expression, sexual orientation, veteran/military status, or genetic information in its programs and activities. Requests for disabilities accommodations within COCE should be directed to:

Disability Resource Center (DRC)
(866) 305-9430
(877) 520-8916 (fax)
drc@snhu.edu

We welcome COCE students, faculty, and staff to consult with the Disability Resource Center (DRC) on disability-related questions or concerns. We look forward to hearing from you.

Complaints regarding discrimination and accommodations should be directed to:

(603) 645-9664
(603) 645-9717 (fax)
adacompliance@snhu.edu

Academic Honesty Policy

Southern New Hampshire University requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not condoned by the university. Review the full academic honesty policy.

Copyright Policy

Southern New Hampshire University abides by the provisions of United States Copyright Act (Title 17 of the United States Code). Any person who infringes the copyright law is liable. Review the full copyright policy.

SNHU College of Online and Continuing Education Withdrawal Policy

Review the full withdrawal policy.

Southern New Hampshire University Policies

More information about SNHU policies can be found on the policy page.

Assessment Calibration and Student Work Samples

For the purpose of continuous improvement of our educational training, Southern New Hampshire University's College of Online and Continuing Education may, on occasion, utilize anonymous student work samples for internal professional development and staff training. If you have any questions or concerns, contact your advisor. If you would like to withdraw permission for use of your work, please contact the assessment calibration administrator at assessmentcalibration@snhu.edu. See this document for more information.