

### Calendar Description

Management and leadership issues within the context of private, non-profit and public community based organizations and businesses.

### Content/Objectives

- Motivational and management theories.
- Organizational structures and impact on service delivery.
- Current issues in management.
- Compensation systems and impact on employee job performance and satisfaction.

### Outcomes/Competencies

- Conduct an organizational analysis of a rehabilitation organization/agency.
- Review current and emerging management issues and trends through the analysis of management journal articles/ management best sellers.
- Develop workplace team skills.
- Apply theory and integrate research in the various management areas reviewed throughout the course.

### Assignments

On line discussion postings	<b>30%</b>
Articles/Book review.	<b>30%</b>
Case analysis and presentation	<b>30%</b>
Participation in peer review of team presentations	<b>10%</b>

### Resources

Current management periodicals and publications.

CORE 415 Readings (bookstore) or order on line at [www.calgarybookstore.ca](http://www.calgarybookstore.ca)

Assigned case studies.

*Details for current course offerings are available at: [www.crd.s.org](http://www.crd.s.org)*

## Instructor and Course Information

<b>COURSE:</b> Core 415	<b>INSTRUCTOR:</b> Susan Cran
<b>TERM:</b> Fall 2007	<b>TELEPHONE:</b> 220-5669
<b>SECTION:</b> L01	<b>FAX:</b> 220-6494
<b>TIME/DATE:</b> Thursday @ 9:30 a.m. Alternate wks Blackboard sessions	<b>EMAIL:</b> spcran@ucalgary.ca
<b>LOCATION:</b> TRA 101	<b>OFFICE HOURS:</b> EDT 418, Hours: TBA

## Course Content

### [Course Schedule:](#)

The intent of this course is to give students an understanding of organizational behaviour and management skills as a foundation in order that they may begin to rethink “how to do business differently” within the changing parameters of human service organizations. This course will be taught in combination with on campus lectures and on line sessions (Blackboard). Students are required to obtain an IT account in order to access the course on Blackboard. Please go to [blackboard.ucalgary.ca](http://blackboard.ucalgary.ca) and click on “Need help with Blackboard? There is no cost to the student. Please read and follow the schedule closely.

- September 13 On campus**  
**Introduction and Review**  
Life and Times of Peter Drucker-Video
- 20 On campus**  
Analysis of organizational styles: for profit, not for profit, and public sector  
Business Paradigms-Video
- 27 On line/Blackboard**  
**How to do Business Differently**  
View Power point slides on Blackboard
1. Read article: Mission-based management (Brinkerhoff, 1994, p.12-23)
  2. Read article: Hope is a weapon (Sittenfield, 1998).
  3. Read article: The new landscape for non profits (Ryan, 1999, p.127-136)
  4. Answer this question & post to blackboard: A paradigm shift is occurring in the non-profit sector on how business is conducted. Identify 3 reasons why and comment on your reaction to the articles
- October 04 On campus**  
Teamwork  
Outback Exercise  
Video- Team-Building- An Exercise in leadership  
Answer these questions individually & share with team. What do you need to work on individually to become a more effective team member? What do you need to work on “collectively” to become a more effective team? What do you see as the benefits to being in a self-directed team at work?
- 11 On campus**  
**Leadership and Management**
1. View power point slides – Leadership, Leaders and Manager
  2. Read article: Mind of a manager: Soul of a leader, Hickman (1992).
  3. Read article: Managers & leaders: Are they different? (Zaleznik, 1977)
  4. Complete Leadership/Management Type Exercise (located in readings)
  5. **Leadership Alliance**-Tom Peters- Video

- 18 On line/Blackboard  
Culture/Vision/Mission**  
View power point slides
1. Read article: Your Mission statement has a mission (Glasrud, 2001)
  2. Read article: Putting Vision to powerful use in your organization (Eadie, 1995)
  3. Choose one case study (located at back of readings) and read
  4. Create a mission statement for that agency in case study and post to discussion board
  5. Comment on each other's postings, by adding the following questions for each: Does it make sense? Can you understand what the agency's mandate is from the mission statement? Is there something missing?
  6. Read article: Values for ethical choices (Mason, 1992). Complete exercise and post your ranking (personal & organization). Comment on the differences between the two rankings.

- 25 On campus**  
Library Orientation – data bases for research and Effective Writing Techniques (APA) referencing  
Library Commons – 2<sup>nd</sup> floor 9:30 am

- November 01 On line/Blackboard  
Strategic Planning**
1. View power point slides – Strategic Planning
  2. Read article: Adaptive strategies of nonprofit human service organizations in a era of devolution & new public management (Alexander, 2000)
  3. Answer question and post: Identify the strategies Alexander speaks about in the article. Comment on the benefits and pit falls of each strategy as they relate to a non-profit agency. Comment on which one of these strategies have been used in your agency (past or present)

- 08 On campus  
Learning Organizations**
1. Complete SWOT exercise
  2. Read article: James (2003). Designing a learning organization. p.285.
  3. Answer this question: If you were going to create a "Learning Organization" what are the important elements that you would ensure are implemented? What kind of leadership do you think would be important for a learning organization
- Video: Creating the Learning Organization

- 15 On line/Blackboard  
Organizational Change**
1. View power point slides
  2. Read article: Devine & Dimock, (1996). OD in voluntary organizations: A training program for national health organizations. P. 323.
  3. Read article: Muehrcke, (1999). The 10 media trends that will drive your future.
  4. Answer this question and post to Blackboard: Change in organizations can be difficult for employees. Give an example of "organizational change" that occurred in your agency (past or present) and comment on how management handled the process. What were the positive outcomes of the change process and employees reactions? What should have management done differently to help with the transition? **Reflect on the literature read.**

- 22 Team Case Study Presentations  
Assignment # 2 Due**

- 29 Team Case Study Presentations**

- December 06 Team Case Study Presentations**

## Details of Assignments

### Assignment #1:

**30%**

### Discussion Board Postings:

These postings are on an individual basis and you are expected to complete the questions in each section that particular

week. Each weekly exercise and question (if applicable) will commence on the Sunday midnight at the beginning of the given week and posting to occur by Wednesday at midnight of that given week. Students then have the rest of the week to respond to (2) major postings of their fellow students. Evaluation will be based on the marking criteria outlined. Please post on time or marks will be deducted for lateness. **No marks given if posted after the week due.**

**Marking criteria for on line postings:**

<b>Quality of on line postings:</b> demonstrates an understanding of the weekly concepts and integrates information, incorporates reflection and critical thought
<b>Analysis of content:</b> contributes new ideas or information based on NEW literature (outside of class information)
<b>Application to professional practice:</b> demonstrates the ability to apply concepts to practice
<b>Due date:</b> see course outline above

**Major postings are worth a total of 60 marks**

**Responses worth a total of 40 marks**

Each posting receives a **Good, Satisfactory, Needs Work** or **Missed** ranking as follows:

**Needs work** – has not met the marking criteria and/or completed all of the question and/or exercise

**Satisfactory** – has met two out of the three marking criteria

**Good** – has met the marking criteria

The instructor will give feedback to the students at the end of **Week 3, & 8** on their on-line postings.

For example, if you received a “Good” ranking on all six major postings, this would be at total of 55-60 marks.

See above for posting dates.

**Assignment #2:**

**30%**

Management Articles Review or a Book Review (students are to prepare a 7- 10 page (double spaced) review on one of the following. APA referencing style is required).

**Option 1.** Students will write a review of 3 relevant articles chosen by the student that represent one theme or area of organizational management from on-line management journals.

or

**Option 2.** Students will write a review of one (1) current (2000-2007) bestseller book on management that follows one of the themes identified in the course. Book needs to be approved by Instructor. APA referencing required.

**Use the following sub-headings for the option you choose:**

- A. Introduction
- B. Summary of Themes
- C. Critical Analysis and integration of literature
- D. Recommendations

**Marking criteria:**

a) their ability to summarize by themes/issues in the articles/book:	5
b) their ability to critically reflect on these themes	10
c) their ability to relate to class notes and provide NEW (minimum of 5) literature APA referencing/grammar	10
d) their ability to make recommendations for rehabilitation agencies	5

**Due date: November 22, 2007**

**Assignment #3**

**30%**

**Team Case Analysis and Presentation**

The team working in a consultative role will analyze a case study based on organizational development concepts covered in the first half of the semester. Remember to focus on management issues **and NOT clinical issues.**

**NOTE: There is no written paper for this assignment**

The team will be graded on the following:	Mark
a) Creativity-in outlining the issue (s) or decisions to be made (did it run smoothly, no lag time, was it	10

understood?)	
b) Comprehensive analysis, formulating the alternatives & providing the links to literature	10
c) Class discussion and participation	5
d) Recommendations	5
<b>Due Date: Nov. 22, 29, &amp; Dec .06, 2007</b>	

#### **Assignment #4**

**10%**

#### **Participation in Peer Review of Team Presentations**

Students must be present for all three (3) days of case study presentations and participate in the peer review process. Student evaluations of previous classes indicate that having their peers present is very important to them.

#### **Student Responsibilities**

Due to the nature of on line work, it is imperative that students meet the posting timelines.. Students are encouraged to designate a specific time each week to complete the work.

1. Each week starts on a Monday.
2. Major posting by Wednesday midnight.
3. Two responses to your peers' major postings by Sunday midnight.
4. Follow the marking criteria in the course outline for your postings.

Please remember there are other students in the course that need to respond. Please be respectful of each others' time.

#### **Instructor Responsibilities**

1. Wednesday's major posting will be reviewed on Thursday. The last response postings for the week (Sunday night) will be reviewed on Monday morning. After this time, the instructor will not go back and look at any week that is "over". The student will forfeit the ranking for that particular week's posting if posted late. Only exceptional circumstances will be considered.
2. Any postings the instructor considers "chit-chat" will not be considered for your (2) on-line responses (unless that is all there is). Chit-chat is expected with on-line learning but remember to do two quality responses, in addition to the major posting following the marking criteria in the course outline.
3. The marking criteria is provided to ensure your posting is meeting the expectations of the course. The instructor will provide feedback on the postings to students after Week 3 & 8.
4. Remember if you provide a reference that is not in the course readings, please give the whole reference at the bottom of your posting so that we know where it came from.

### **Resources**

Assigned case studies.

Arnold, H., Feldman, D., & Hunt, G. (1992) Organizational behaviour: A Canadian perspective. Toronto, ON: McGraw-Hill Ryerson Limited.

Beckard, R. & Pritchard, W. (1992). Changing the essence: The art of creating and leading fundamental change in organizations. San Francisco, CA: Jossey Bass.

Brody, R. (1993). Effectively managing human service organizations. Newbury Park, CA: Sage Publications.

Brown, R. (Ed). (1986). Management and administration of rehabilitation programs. San Diego, CA: College-Press

Brinckerhoff, P. (1994). Mission-based management: Leading your not-for-profit into the 21st century. Toronto, Canada: John Wiley & Sons

Bryson, J. (1995). Strategic planning for public and nonprofit organizations. San Francisco, CA: Jossey-Bass

Champy, J. (1995). Reengineering management. New York: Harper Collins.

Cloke, K., & Goldsmith, J. (2002). The end of management and the rise of organizational democracy. San Francisco: Jossey-Bass

Cloke, K., & Goldsmith, J. (2002). Resolving personal and organizational conflicts: Stories of transformation and forgiveness. San Francisco: Jossey-Bass

Covey, S.R. (1989). The 7 habits of highly effective people. New York, NY: Fireside.

Covey, S.R. (1990). Principle-centered leadership. New York, NY: Fireside.

Dimock, H. (1992). Intervention and empowerment: Helping organizations to change. North York, ON: Captus Press.

Fullan, M. (2002). Leading in a culture of change. San Francisco: John Wiley & Sons.

Garder, H., & Orelove, F. (1994). Teamwork in human services. MA: Butterworth-Heinemann

Harvard Business Review on Leadership. (1998). Boston: Harvard Business School

Hesselbein, F., Goldsmith, M., & Beckhard, R. (Eds.). (1996). The leader of the future. New York: The Drucker Foundation.

Hesselbein, F., Goldsmith, M., & Beckhard, R. (Eds.). (1997). The organization of the future. New York: The Drucker Foundation.

Hesselbein, F., Goldsmith, M. & Somerville, I. (2002). Leading for innovation. New York: Jossey-Bass.

Hickman, C.R. (1990). Mind of a manager, soul of a leader. New York, NY: John Wiley and Sons.

Kouzes, J.M., & Posner, B.Z., (1995). The leadership challenge. San Francisco, CA: Jossey-Bass.

McConnel, C. (1997). The effective health care supervisor. Maryland: Aspen

Milkovich, G., & Newman, J. (1995). Compensation. (5th ed.). USA: IRWIN.

Peters, T.J., & Waterman, R.H. (1982). In search of excellence: Lessons from America's best-run companies. New York, NY: Warner Books, Inc.

Senge, P. (1990). The fifth discipline: The art & practice of a learning organization. New York, NY: Doubleday.

Whetton, D., & Cameron, K. (1996). Developing management skills. (3rd ed.) NY: Harper Collins

Relevant Journal Examples:

- Nonprofit World
- Supervision
- Harvard Business Review
- Non-profit Management & Leadership
- Journal of Higher Education Policy & Management
- Journal of Management Studies
- Tertiary Education and Management
- Higher Education Management
- Administrative Science Quarterly
- Organizational Dynamics
- Journal of Organizational Change
- Learning Organizational journal

## Marking Scheme

95 – 100	A+	80 – 84	B+	65 – 69	C+	50 – 54	D+
90 – 94	A	75 – 79	B	60 – 64	C	45 – 49	D
85 – 89	A-	70 – 74	B-	55 – 59	C-	Below 44	F

**NOTE:**

**The last day to change/register for courses and pay balance of fees for the Fall session is *September 21<sup>st</sup>, 2007.***  
**The last day to withdraw is *December 7<sup>th</sup>, 2007.***

All assignments will be held at the Community Rehabilitation and Disability Studies office for only one (1) year after the last day of term.

**Academic Accommodation:** Students with a disability, who require academic accommodation, need to register with the Disability Resource Centre <http://www.ucalgary.ca/UofC/Others/DRC> MC 295, telephone 220-8237. Academic accommodation letters need to be provided to course instructors no later than fourteen (14) days after the first day of class. *It is a student's responsibility to register with the Disability Resource Centre and to request academic accommodation, if required.*

**IMPORTANT:** Intellectual honesty is the cornerstone of the development and acquisition of knowledge and requires that the contribution of others be acknowledged. Consequently, plagiarism or cheating on any assignment is regarded as an extremely serious academic offence. Students should examine sections of the University Calendar that present a Statement of Intellectual Honesty and definitions and penalties associated with Plagiarism/Cheating/and Other Academic Misconduct.

### Purchasing a Textbook from the University of Calgary Bookstore:

- Shop On-line [www.calgarybookstore.ca](http://www.calgarybookstore.ca) Click on --> Shop On-line; Click on --> Textbooks; Follow the directions.
- Order by Phone: (403) 220-5937; Toll Free: 1-877-220-5937
- In Person: Go to the University of Calgary Bookstore, MacEwan Student Centre, Room 155, 2500 University Drive NW, Calgary, AB T2N 1N4