Credit Hours: 3 credits

Prerequisites/Department consent (if any):

Classroom: Gowan 401

Days and Hours of Class:

<table>
<thead>
<tr>
<th>Time</th>
<th>6:10–8:40 p.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>Thursday, January 12, 2017, through Thursday, April 27, 2017</td>
</tr>
<tr>
<td>Exceptions</td>
<td>No class on Thursday, March 9, 2017</td>
</tr>
<tr>
<td></td>
<td>No class on Thursday, April 13, 2017</td>
</tr>
</tbody>
</table>

Instructor contact information: (same information for co-teachers or TAs)

<table>
<thead>
<tr>
<th>Full name and title</th>
<th>Larry J. Robertson, M.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone</td>
<td>202-607-4861 (cell)</td>
</tr>
<tr>
<td>E-mail</td>
<td><a href="mailto:robertsl@cua.edu">robertsl@cua.edu</a> or <a href="mailto:larryrobertson001@gmail.com">larryrobertson001@gmail.com</a> (gmail is best)</td>
</tr>
<tr>
<td>Office Hours</td>
<td>By appointment</td>
</tr>
</tbody>
</table>

Course Description (from Cardinal Station [http://cardinalstation.cua.edu](http://cardinalstation.cua.edu))

MSO 340 is a capstone course addressing operational activities associated with managing and growing human services organizations, including practices such as management and leadership, strategic planning, organizational assessment, governance, human resource development, financial management, and resource development.

Instructional Methods:

- Didactic PowerPoint presentations
- Classroom discussions
- Individual and group projects/assignments, including written and oral presentations, case studies, and a final scenario project.
Course Goals

The purpose of the class is to provide students “real-world” understanding of the essential elements and practices involved in establishing, managing, and evaluating human service organizations. In so doing, the course will focus on the following activities in private, nonprofit, and publicly operated human service organizations:

- An overview of effective management and leadership traits and practices
- An overview of strategic plan components and processes
- An overview of developing consumer-oriented programs
- An overview of governance and board development
- An overview of human resource development and management
- An overview of financial management
- An overview of resource development strategies

Goals for Student Learning

As a result of attending the course, students will demonstrate an improved understanding of the following:

- Effective management and leadership traits and practices
- Strategic plan components and processes
- Design and development of consumer-oriented programs
- The roles and responsibilities of governing boards and how the boards are developed
- Critical strategies for selecting, training, directing, and appraising staff
- Critical components of managing an organization’s finances
- The range and impact of resource development activities

Students will also demonstrate an ability to do the following:

- Develop an organizational profile (i.e., scenario)
- Identify effective management and leadership styles
- Assess/analyze organizational effectiveness
Professional Standards Addressed: N/A

Course Requirements:

**Group Assignment: Mission Statement & SWOT Analysis (February 9)…………….10 points**
Students will work in groups to prepare and present a mission statement and “SWOT” analysis based on a human service organization case study. Each member of each group will examine a different operational activity of the organization. Grades will be based on a combination of each individual’s performance and the group’s performance.

**Mid-Term Examination (February 23)………………………………………………………….20 points**
Students will take the paper-and-pencil mid-term examination on Thursday, February 23, 2017. Students will demonstrate knowledge of concepts and critical issues discussed up to this point in the course. The examination will include forced-choice (multiple choice, matching, etc.) and open-ended questions.

**Individual Paper and Presentation on Leadership (March 23)…………………………10 points**
In class, each student will individually research, prepare, and present on a human services organization leader. The student will present the individual’s leadership style as well as the individual’s leadership assets and deficits.

**Final Scenario (April 20)………………………………………………………………….20 points**
Each student will prepare and present a human services organization’s profile that thoroughly and compellingly presents an organizational/environmental assessment, management structure, human and financial resources, mission and target population, community engagement, policy and legal concerns, and strategic plan.

**Final Examination (April 27)………………………………………………………………….30 points**
Students will take the paper-and-pencil final examination in class on Thursday, April 27, 2017. Students will demonstrate their knowledge of concepts and critical issues discussed during the entire term of the course. The examination will include forced-choice (multiple choice, matching, etc.) and open-ended questions.

**Attendance and Class Participation…………………………………………………………….10 points**
Students will be assessed on their attendance, level of participation (ability to raise relevant questions and discuss course content), and preparation (having assignments on time, demonstrating that they have read the materials in advance, etc.).

**Total Available Points………………………………………………………………………….100 points**

**Expectations and Policies**

*Academic honesty*: Academic honesty is expected of all CUA students. Faculty members are required to initiate the imposition of sanctions when they find violations of academic honesty, such as plagiarism, improper use of a student’s own work, cheating, and fabrication. The following sanctions are presented in the University procedures related to Student Academic Dishonesty (from [http://policies.cua.edu/academicundergrad/integrityprocedures.cfm](http://policies.cua.edu/academicundergrad/integrityprocedures.cfm)): “The presumed sanction for undergraduate students for academic dishonesty will be failure for the course. There may be circumstances, however, where, perhaps because of an undergraduate student’s past record, a more serious sanction, such as suspension or expulsion, would be
appropriate. In the context of graduate studies, the expectations for academic honesty are greater, and therefore the presumed sanction for dishonesty is likely to be more severe, e.g., expulsion. ...In the more unusual case, mitigating circumstances may exist that would warrant a lesser sanction than the presumed sanction.”

Please review the complete texts of the University policy and procedures regarding Student Academic Dishonesty, including requirements for appeals, at http://policies.cua.edu/academicundergrad/integrity.cfm and http://policies.cua.edu/academicundergrad/integrity.cfm.

Other Policies or Expectations:

- Attendance (including punctuality) and participation are included in grading.
- Cell phones must be silenced and not answered during class.
- Assignments are due when indicated and must be submitted electronically (i.e., by email).
- Respect for each other is crucial to ensuring that the class time is as rewarding as possible.
- Breaks will be limited to 10 minutes.

Campus resources for student support:

- **Writing Center**: [http://english.cua.edu/wc/](http://english.cua.edu/wc/)
- **Library Resources**: [http://libraries.cua.edu/welcomefac.html](http://libraries.cua.edu/welcomefac.html)
- **Tutoring**: The CUA Center for Academic Success (CAS) provides a comprehensive learning assistance program to enhance learning potential and promote academic success. Contact the Center for tutorial services at 202-319-5655. Should you have any questions about the tutoring process, please contact CAS at cua-tutoring@cua.edu.

- **Computer Labs**: Students may access computers in rooms 50 and 51 of Leahy Hall. Computers are also available in the third floor lab in Pangborn when classes are not in session in that room.

**Accommodations for students with disabilities**: Any student who feels s/he may need an accommodation based on the impact of a disability should contact the instructor privately to discuss specific needs. Please contact Disability Support Services (at 202 319-5211, room 204 Pryzbyla Center) to coordinate reasonable accommodations for students with documented disabilities. To read about the services and policies, please visit the website: [http://disabilitysupport.cua.edu](http://disabilitysupport.cua.edu).
Assessment

Grading Criteria (Undergraduate):

<table>
<thead>
<tr>
<th>Percentage/Total Points</th>
<th>Letter Grade</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>93 – 100</td>
<td>A</td>
<td>Excellent</td>
</tr>
<tr>
<td>90 – 92</td>
<td>A-</td>
<td></td>
</tr>
<tr>
<td>87 – 89</td>
<td>B+</td>
<td></td>
</tr>
<tr>
<td>83 – 86</td>
<td>B</td>
<td>Superior</td>
</tr>
<tr>
<td>80 – 82</td>
<td>B-</td>
<td></td>
</tr>
<tr>
<td>77 – 79</td>
<td>C+</td>
<td></td>
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<tr>
<td>73 – 76</td>
<td>C</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>70 – 72</td>
<td>C-</td>
<td></td>
</tr>
<tr>
<td>60 – 69</td>
<td>D</td>
<td>Lowest Passing</td>
</tr>
<tr>
<td>&lt; 60</td>
<td>F</td>
<td>Failing</td>
</tr>
</tbody>
</table>

University grades:
The University grading system is available at [http://policies.cua.edu/academicundergrad//gradesfull.cfm#II](http://policies.cua.edu/academicundergrad//gradesfull.cfm#II) for undergraduates and [http://policies.cua.edu/academicgrad//gradesfull.cfm#iii](http://policies.cua.edu/academicgrad//gradesfull.cfm#iii) for graduate students.

Reports of grades in courses are available at the end of each term on [http://cardinalstation.cua.edu](http://cardinalstation.cua.edu).
## Revised Course Schedule

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Assignments to Complete Prior to Class</th>
<th>Class Topic</th>
</tr>
</thead>
</table>
| **Session 1** | Thursday, January 12, 2017 | N/A                                    | Introductions and expectations  
Overview of syllabus, requirements, due dates, group and individual assignments, and course content  
Overview of Human Services  
Overview of the Evolution of Management |
| **Session 2** | Thursday, January 19, 2017 | Read Chapter 1                         | Leading the Organization  
*Overview of Group Assignment* |
| Monday, January 23, 2017 | N/A                           | Last day to register or add courses for credit and last day to drop classes without it being recorded |
| **Session 3** | Thursday, January 26, 2017 | Read Chapter 2  
Read Chapter 3 | Strategic Planning  
Designing and Developing Consumer-Oriented Programs |
| **Session 4** | Thursday, February 2, 2017  | Read Chapter 12                        | Working with a Board of Trustees |
| **Session 5** | Thursday, February 9, 2017  | Deliver Group Presentations            | Group Presentations: SWOT Analysis (WAC Activity)  
*Overview of Individual Assignments* |
| **Session 6** | Thursday, February 16, 2017 | *Mid-term Review*                      | Review of what will be covered on the mid-term |
| **Session 7** | Thursday, February 23, 2017 | *Mid-term Exam*                        | Mid-term Exam (WAC Activity)  
*Overview of Final Scenario* |
| **Session 8** | Thursday, March 2, 2017     | Read Chapter 5  
Read Chapter 6 | Managing Employees  
Supervising Staff |
| Thursday, March 9, 2017 | NO CLASS                      | SPRING BREAK                           |
| **Session 9** | Thursday, March 16, 2017    | Read Chapter 7                         | Employee Assessment/Evaluation |
| **Session 10** | Thursday, March 23, 2017    | Deliver Individual Reports             | Individual Reports (WAC Activity)  
*Overview of Final Scenario* |
| Wednesday, March 29, 2017 | N/A                           | Last day to withdraw |
| **Session 11** | Thursday, March 30, 2017    | Read Chapters 14                       | Strategic Resource Development |
| **Session 12** | Thursday, April 6, 2017     | Read Chapter 13                        | Managing Agency Finances |
| Thursday, April 13, 2017 | NO CLASS                      |                                          |
| **Session 13** | Thursday, April 20, 2017    | Submit Final Scenario  
*Final Review* | Submit Final Scenario (WAC Activity)  
Review of what will be on the final exam |
| **Session 14** | Thursday, April 27, 2017    | Final Exam                             | Final Exam (WAC Activity) |

*WAC = Writing Across the Curriculum; Bibliography: TBD*