NORTH PARK UNIVERSITY - School of Business and Nonprofit Management

Course: Principles of Nonprofit Management; SBNM 5710, sec. A1 (Fall 2012)

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Introductory Comments:

Nonprofit organizations are ubiquitous. Many people are born in a nonprofit hospital, attend a nonprofit university, send their children to a nonprofit day-care center, worship at a nonprofit religious institution, watch the performances of nonprofit symphonies and dance companies, visit their parents in a nonprofit nursing home, and face the end of their life in a nonprofit hospice. Some need the services of nonprofit job-training organizations, soup kitchens, family counseling, and housing assistance agencies. People hope that nonprofit health-research associations will find cures and treatments for the ails they study, that nonprofit think tanks and advocacy groups will foster a better society, and that international nongovernmental organizations will promote the spread of human rights and economic development. We fear that some nonprofits will divide us into warring factions, that tax breaks will be wasted on largely unaccountable and antidemocratic organizations, or that the wrong side will win the advocacy wars.

Richard Steinberg & Walter Powell, 2006

Nonprofit organizations continue to be different, even as they change and evolve due to the changing funding and institutional environments they face. They are unlike both businesses and government in certain fundamental ways while similar in other ways. Nonprofit organizations, like businesses, rely on voluntary exchanges to obtain revenues and other resources. In business, customers supply the resources for the service they receive. Unlike business, nonprofit organizations … typically depend, at least to some extent, on one group, donors or government, for the resources necessary to provide a different group, the clients or beneficiaries, with services. Indeed, one reason nonprofit organizations exist is that the services they offer would not be provided otherwise. This is the justification for the tax and other public policy preferences nonprofit organizations receive—they provide public goods that would otherwise not be provided, either by business or by government.

Robert Herman, 2005

Required Textbooks & Readings:

[A] D. Renz & Associates (2010). *The Jossey-Bass Handbook of Nonprofit Leadership and Management, 3rd ed.*; Jossey-Bass. (ISBN 789-0-39250-8)
[B] J. Siegel (2006). *A Desktop Guide for Nonprofit Directors, Officers and Advisors*; Wiley & Sons. (ISBN 0-471-76812-X)
[C] Sources available on-line

Course Description: This is a course about the nonprofit sector, about the unique socio-political philosophy that has led to its development and about its current status and dimensions. This course will provide an introduction to some of the special management and leadership issues facing nonprofit organizations. Because of the unique status of nonprofit organizations, leadership is perhaps the most critical of all the topics; who leads and how leadership, decision making, and other executive functions are exercised are of paramount importance in the nonprofit sector.

Student Learning Objectives: Through course participation students will increase their specific knowledge in: nonprofit management literature; history and philosophy of the sector; international, national and local scopes and size of the sector; applicable nonprofit laws and standards; standards of ethical behavior and public expectations of accountability; nonprofit management methods and practices; effective board and staff relations; basic strategic planning tools and practices; advocacy and media management principles; and resources for further investigation of nonprofit management. Students will analyze various forms of information and synthesize selected data sets to gain a broad understanding of various components and uniqueness of the sector.

Course Teaching and Learning Methods: Because this course is taught in an intensive format, it is very important for students to keep up with readings and assignments.

Student Responsibilities: Attendance, presence, and full participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. This is a graduate-level course and all students are fully expected to actively participate on a weekly basis while this course is underway.

Instructor responsibilities: 1) Design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives. 2) Provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts. 3) Provide opportunities for group work that will include discussion as well as hands-on exercises. 4) Provide updated information on relevant resources for the various topics of interest. 5) Read and critically assess students' assignments and provide feedback. 6) Respond to all student e-mails and phone calls in a timely fashion.

Points for various tasks and assignments:

Weekly participation (active)	70
Individual 990 assessment (paper)	50
Group case study (paper)	50
Individual website critique (paper)	50
Group financial SWOT & STEP (assignment)	80
Individual final consultation (paper)	200
Total	500

Please note late submissions of any assignment are accept for good reason, but will cost 10% of the total assignment points for each day, or portion of a day, late.

COURSE SCHEDULE

Week 1: Individual Introductions & Overview of the Nonprofit Sector

Learning Objectives:

- Understand class requirements, basic class structure, and learn something about each student in class and the instructor.
- Understand the size, scope, and significance of the international, national and local nonprofit sectors.

Class Organization:

- PP Lecture

Topics:

- Roles and functions of nonprofit organizations
- Size, impact, and trends in the nonprofit sector
- Types, forms, and language used to describe voluntary action
- Relationships and dynamics among and between sectors

Readings to be completed for this class:

- [A] chs. 3 & 4

Assignment:

- None

Week 2: Historical Context & Legal Framework of Nonprofit Organizations

Learning Objectives:

- Understand the history and theories of the sector, its traditions as well as how it effects its ongoing development.
- Gain knowledge of the legal framework of US nonprofit organizations.
- Analyze data from Form 990 and synthesize into presentable and understandable information.

Class Organization:

- PP Lecture

Topics:

- History and development of the US nonprofit sector and organizations
- Theoretical explanations of the emergence of the sector
- Evolution of the tax treatment of nonprofit organizations
- Incorporation and filing processes
- Legal rights, obligations and regulatory bodies and oversight
- Form 990 (Informational tax return) and tax implications

Readings to be completed for this class:

- [A] chs. 1 & 2
- [B] chs. 3 & 6
- [C] see on-line

Individual Assignment (Paper): DUE NO LATER THAN beginning of Week 3 class

- see rubric.

Week 3: Board Governance & Volunteerism

Learning Objectives:

- Understand the legal aspects of board governance, bylaws, conflicts of interest, and fiduciary responsibilities.
- Understand the history of volunteerism and background about US volunteerism.

Class Organization:

- PP Lecture

Topics:

- Board governance
- By-laws, conflicts of interest, and fiduciary responsibilities
- Volunteerism

Readings to be completed for this class:

- [A] chs. 5 & 26
- [B] ch. 4

Assignment:

- None

Week 4: Executive Leadership & Ethics

Learning Objectives:

- Understand theories of leadership, skills, and practices in building effective and sustainable organizations.
- Understand the role of nonprofit executives as agents of and for social change, social justice, and ethical practices.

Class Organization:

- PP Lecture

Topics:

- Role of executives in building effective and sustainable organizations
- Ethical issues, organizational development and behaviors and application to NPOs
- Standards and code of conduct appropriate to professionals in the sector
- Accountability and "managing the mission"
- Overview of 4 Frame model (Bolman & Deal)

Readings to be completed for this class:

- [A] chs. 6 & 7
- [C] Bolman & Deal's 4 Frame model
- [C] Golensky, case study

Team Assignment (Paper): DUE NO LATER THAN beginning of Week 5 class

- see rubric

Week 5: Advocacy & Marketing Communication & Media Relations

Learning Objectives:

- Understand the theoretical and historical significance of lobbying and advocacy, and the legal structure governing public policy process.
- Understand marketing communication and media relations and analyze particular communication aspects.

Class Organization:

- PP Lecture

Topics:

- Roles of nonprofit organizations in the public policy process
- Key public policies
- Marketing "mission" in a nonprofit context
- How communication and marketing intersect within a nonprofit context

Readings to be completed for this class:

- [A] chs. 11, 12 & 13
- [C] see on-line

Individual Assignment (Paper): DUE NO LATER THAN beginning of Week 6 class

- see rubric

Week 6: Financial Issues

Learning Objectives:

- Understand the practical steps of raising philanthropic gifts and seeking grants as distinctive dimensions of the nonprofit sector.
- Review and analyze the various types of income pursued by nonprofit organizations, and the role and function of financial literacy and stewardship in effective oversight of resources.

Class Organization:

- PP Lecture

Topics:

- Philanthropic gifts
- Writing grant proposals
- Issues associated with various types of revenues
- Relationship between revenue and mission
- Basic accounting principles and concepts for nonprofit organizations
- Use of accounting information and analysis
- Planning, budgeting and financial management
- SWOT(C) analysis

Readings to be completed for this class:

- [A] chs. 17, 18, 19 & 22
- [B] ch. 5

Team Assignment: DUE NO LATER THAN beginning of Week 7 class

- see rubric [not APA]

Week 7: Strategic Planning and Management

Learning Objectives:

- Understand concepts, procedures and tools designed to assist nonprofit leaders and managers to shape and guide what a nonprofit organization is, does and why it does it.

Class Organization:

- PP Lecture

Topics:

- Mission development
- STEP analysis
- Competitive advantage
- Mission accomplishment

Readings to be completed for this class:

- [A] chs. 8, 9 & 14
- [C] McKinsey Capacity report

Assignment:

- Final paper – You've been hired as a consultant for your chosen NPO and you've been asked to write up an assessment of the organization that assesses the following enumerated topics and issues:
  1) Governance and volunteer management
  2) Executive, managerial & program composition
  3) Ethics
  4) Public involvement and marketing organization's mission
  5) Finances – fundraising and budgetary issues
  6) Current and future strategies to contend with management and leadership
- Write up your findings on the impact of the above topics on your nonprofit organization and your view as to which issue deserves the greatest attention (see rubric). **[DUE NO LATER THAN midnight ON Oct. 20th]**

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Academic Honesty: In keeping with our Christian heritage and commitment, North Park University and the SBNM are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

- Plagiarism – the use of another's work (including your own past work) as one's own without giving credit to the individual. This includes using materials from the Internet.
- Copying another's answers on an examination.
- Deliberately allowing another to copy one's answers or work.
- Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's Catalog (available at www.northpark.edu). In conclusion, it is North Park's mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy: The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 25% of the engagement time for the course, the student runs the risk of receiving a significantly lower grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (www.northpark.edu).

Disabilities: Students with disabilities who believe they may need accommodations in this class are encouraged to contact the SBNM program office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada.

Use of *APA Publication Manual*: The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by: 1) Improving student's writing skills. 2) Standardizing the required format of all written assignments in all SBNM courses. 3) Emphasizing the importance of paper mechanics, grammatical constructs and the necessity of proper citations and referencing. 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

Assignment		Due date
990 paper (individual)		Sept. 20 by 6:30pm
Case study paper (group)		Oct. 1 by 6:30pm
Website critique paper (individual)		Oct.8 by 6:30pm
Financial SWOT & STEP assignment (group)		Oct. 15 by 6:30pm
Consultant paper (Final, individual)		Oct. 20 by midnight