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NORTH PARK UNIVERSITY - School of Business & Nonprofit Management

Course: BSE 3730	Spring Semester 2013
<u>Advanced Leadership and Management of Nonprofit Organizations</u>	Wednesdays: 6:30 – 9:50 PM (NPU)

Instructor: Pier C. Rogers, Ph.D.
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Required Text:

- Worth, Michael J. (2012), *2nd Ed. Nonprofit Management: Principles and Practice*. Thousand Oaks, CA: Sage Publications, Inc.
- *Manning-Curtis. The Art of Leadership, 2nd Ed.* – Part 1 - “Leadership Variables” – pp.1-27. Location: McGraw-Hill – Primis Online (access info will be available after Week 1).

Course Objectives:

This is an advanced course about the nonprofit sector, about the unique socio-political philosophy that underlies its development in American Society, about its current status and contemporary challenges. This course will also provide an advanced perspective on some of the special management and leadership issues facing nonprofit organizations, and an opportunity to analyze some of them in an organizational context. In organizations heavily dependent upon voluntary contributions, in the use of unpaid volunteers, and upon a continuing sense of goodwill toward both nonprofit organizations as well as one’s own fellow citizens, who leads and how leadership, decision making, and other executive functions are exercised is of paramount importance. This is particularly true in an era of flux and constant change.

Through participation in this course, students will expand their specific knowledge in the following areas:

1. Familiarity with major works in the nonprofit management literature
2. Knowledge of nonprofit management methods and practices
3. Exposure to effective leadership skills and approaches
4. Understanding of their own unique leadership style
5. Experience in analyzing management dilemmas and proposing responses
6. Familiarity with several models of nonprofit organizational assessment
7. Experience in presenting and defending positions
8. Familiarity with resources useful for further investigation of nonprofit management

Course Methodology:

The course will be taught with a variety of lectures, discussions, case study assessments and active exercises in which the student will be able to demonstrate accomplishment of the above objectives. Students will be required to complete a group project involving a nonprofit organization. The capstone project will require that each student research and be prepared to present on the history, organizational structure, philosophy and mission, resource base, and program mix of that specific organization (this requires a final paper and in-class presentation). A specific issue that the organization faces will be analyzed, along with the organization’s capacity to address the issue. The McKinsey Nonprofit Capacity Framework will be the model used for the analysis.

Grading:

Class participation	40%
Strategic Planning exercises	10%
Reflection papers	20%
Board governance analysis - paper	20%
Mid-term paper	30%
Capstone Project - Presentation	20%
Capstone Project - Paper	50%
Total	200%

(TENTATIVE) Schedule of Readings and Assignments

Session	Subject	Reading Assignment	Quizzes & Assignment(s)
1 Jan.16	<u>Review of Nonprofit Sector</u> Sector purpose, terminology. Theories of the nonprofit sector.	Worth - Chs. 1,2, 3	Debate re: for-profit vs. nonprofit
2 Jan.23	<u>Nonprofit Sector Research</u>	To be determined	Brandel Library session
3 Jan. 30	<u>Organizational Sustainability (income options; social entrepreneurship)</u>	Chs. 11, 12, 13, 16; McKinsey capacity grid; TCC model.	Introduction to agency. .
4 Feb. 6	<u>Leadership & Development</u> Effective board development principles as well as executive leadership skills and practices <u>Leadership & Development</u> _ (Part II – executive leadership skills; personal	Chs. 5, 13 & 16 <i>The Art of Leadership- Part I (Ch. 1-4).</i>	Governance case: “Board of Director’s Group” – prepare for class discussion. Write up reflection.

	leadership		Assessment tools; case study. Bring completed Exercises 1-1; 2-1; 3-1; 4-1 to discuss in class.
5 Feb.13	Executive leadership; governance; diversity issues	Chs. 4, 5, 9 and other readings	Reflection paper – leadership & diversity
6 Feb. 20	<u>Mission, Vision & Strategic Direction; Accountability</u> Definition, role, and process of strategic planning; effective implementation tools and practices	Chs. 6, 7, 8	
7 Feb.27	<u>Advocacy & Marketing/Communications</u> Theoretical and historical significance of lobbying and advocacy and legal structure governing public policy process	Chs. 10, 14; Excerpts from Libby, P. – <i>The Lobbying Strategy Handbook</i>	Guest speaker Mid-term paper due
8 March 6	Board Governance – small groups – visit a nonprofit board meeting	SBNM Buenos Aires trip – till March 16	Board meeting visits –
SPRING BREAK March13, 2013	NO CLASS		
9 March20	Debrief Governance; Capstone Project		Board visit – reflection paper due.
10 March27	Capstone Project		
11 April 3	Capstone Project		
12 April 10	Capstone Project		
13 April 17	Capstone Project		
14 April 24	Capstone Project		

15 May 1	Capstone Project Presentations		In class presentations
16 May 8	Final Exam Week		Final Paper due

Some General Instructions

Class Attendance policy:

We have a lot of material to cover, so attendance is expected and will be considered in assigning the class participation grade. We do however recognize that the exigencies of health, job and family occasionally preclude attendance and will make allowances for these if you explain them to me **in advance**. Traffic and weather permitting, we will begin classes **on time** and expect all students to be there ready to go to work.

Availability:

I am available at the Axelson Center (5049 N. Spaulding, 2nd floor) - by appointment. You can also contact me by phone or email.

Written Assignments:

Will be described separately. The final paper is described below.

Capstone Project:

Students will investigate an organization and learn about its “capacity” through the use of a particular management tool, the “McKinsey Nonprofit Capacity Framework”. The tool will be discussed over the course of several weeks of class, and the “7 elements of nonprofit capacity” will be explored. These elements will form the basis for the study of a neighborhood nonprofit organization. Students will learn about a strategic management challenge in the nonprofit organization and write an analysis exploring that dilemma, based on an assessment of the organization’s capacity using the McKinsey tool. Sources of information that can be used to identify and examine a management dilemma include: 1) interview of organizational participants, 2) media accounts, 3) annual reports, 4) internal organization documents.

Teams will be responsible for different sections. Each team section write up should be 8-10 pages. Papers are due one week following the final class (**May 9**).

Power Point Slides:

I will be using power point slides in most classes. These will be available to you in Moodle approximately 48 hours ahead of class should you wish to have copies of them on which to take notes.

Students with Disabilities:

Students with a disability who believe that they may need accommodations in this class are encouraged to contact the program's office (Education: 773-244-5730; Business: 773-244-6270; Nursing: 773-244-5680; Community Development: 773-244-5774; Seminary: 773-244-6219; Music: 773-244-5625). 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>

Academic Honesty:

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management 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.

The definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear the 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 online catalog.

In conclusion, it is our mission to prepare each student 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.

(NEW) SBNM style guide requirement: 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.