

**North Park University**  
**School of Business & Nonprofit Management**

Course: SBNM 5710	Fall 2013; Quad A
<u>Principles of Nonprofit Management</u>	<u>Mon.: 6:30 – 9:50 PM (NPU)</u>

**Instructor:** Pier C. Rogers, Ph.D., Director, Axelson Center for Nonprofit Management  
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By appointment

**Required Texts & Readings:**

[A.] Renz, D and Associates (2010). *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 3<sup>rd</sup> ed., San Francisco: Jossey-Bass.

[B.] Siegel, J.B. (2006). *A Desktop Guide for Nonprofit Directors, Officers, and Advisors*, Hoboken, N.J.: John Wiley & Sons, Inc.

[C.] Selected Online Sources:

1. Description of Present-Law Rules Relating to Tax Treatment of Charitable Organizations by Joint Committee on Taxation (11/8/2001), on-line at <http://www.house.gov/jct/x-77-01.pdf>
2. Form 990 Redesign for Tax Year 2008 (filed in 2009), on-line at <http://www.irs.gov/charities/article/0,,id=176613,00.html> and <http://www.irs.gov/charities/index.html> and <http://www2.guidestar.org/rxg/help/faqs/form-990/index.aspx>
3. “Nonprofit Organizations’ Use of the Internet” by Richard Waters (2007), available via Brandel at <http://web.ebscohost.com/ehost/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisk51e42eqlsq6shd%2ff7Ebj3u2L8ra0R7Kl sEiur55KuKuwUrKsnmjLnPKK3%2bTxeeHq54fs3%2bJVq6mvSq6nsFCyraSE3%2bTIVePkpHzgs%2bCM5pzyeeWzy2ak1%2bxVsKy2UbaosVCK3O 2K69fyVeTr6oTy2%2faM&hid=8>
4. Roeger, Katie, Blackwood, Amy, and Pettijohn, Sarah. (2011). “The Nonprofit Sector in Brief: Public Charities, Giving and Volunteering, 2011.” <http://www.urban.org/publications/412434.html>
5. Materials posted on Moodle. Pay close attention to each week’s readings that are posted in Moodle. They are not all shown in the syllabus.

**Additional Readings (Supplemental resources – Not posted – You may search for them yourself):**

1. **The Nonprofit Sector in a Changing World.** Eisenberg, Pablo. In *Nonprofit and Voluntary Sector Quarterly*, Vol. 29, Iss. 2. pp. 325-330. 2000. Sage Publications.
2. **Evaluating Capacity-Building Efforts for Nonprofit Organizations.** Connolly, Paul; York, Peter. In *OD Practitioner*, Vol. 34, Iss. 4. pp. 33-39. 2002. Organization Development Network.
3. **Standards for Charitable Accountability.** pp. 1-3. 2003. BBB Wise Giving Alliance, <http://www.bbb.org/us/Charity-Standards/>
4. **Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report.** pp. 1-24. Published February, 2004. Urban Institute Press, <http://www.urban.org/publications/410963.html>
5. **“Getting the Numbers Right”. Jon Pratt, In Nonprofit Sector Quarterly, Spring 2007, pp. 9-15.**

**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. What factors define this diverse collection of organizations and causes?*

Richard Steinberg & Walter Powell, 2006

**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 nonprofits organizations, leadership is perhaps the most critical of all the nonprofit topics; who leads and how leadership, decision making, and other executive functions are exercised is of paramount importance in the nonprofit sector.

**Student Learning Objectives:**

Through participation in this course, students will increase their specific knowledge in the following areas: nonprofit management literature; history and philosophy of the sector; scope and size of the sector – on international, national, and local levels; laws and standards applicable to nonprofit organizations; 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.

**Course Methodology:** The course will be taught with a variety of lectures, guest speakers, discussions, case study assessments and active exercises in which students will be able to demonstrate they have understood the concepts of nonprofit management, applied them, and accomplished the course objectives.

Grades will be based on the following:	Points	Total Points
1. Weekly class participation/discussion (quality not quantity of contribution)	10 per wk possible	70
2. Individual Paper – Form 990 Assessment		50
3. Team Assignment – “Four Frames” model – Paper and PPT Presentation	30 content & 10 presentation	40
4. Individual Paper – Website communications critique		40
5. Team Assignment– Financial SWOT Analysis; PESTLE analysis; Presentation	40 financial SWOT; 40 PESTLE; 20 presentation	100
6. Individual Final Project/Paper– Organizational Assessment		100
Total		400

**Schedule of Readings and Assignments**

<u>Session</u>	<u>Subject</u>	<u>Readings</u>	<u>Assignment</u>
1	<u>Overview of Nonprofit Sector</u> Roles/functions of npos; Size, impact, trends in np sector; relationships among sectors	[A] Salamon (Ch. 3) [B] Siegel – Chs. 1, 2 [C] [4] Roeger, Blackwood & Pettijohn, “The Nonprofit Sector in Brief – 2011”	
2	<u>Historic Context &amp; Legal Framework of Nonprofit Organizations</u>	[A] Hall (Ch. 1) [A] Hopkins & Gross (Ch. 2)	<i>Individual Assignment: 990 analysis &amp; paper – DUE Week 3</i>

	History, theories of the sector; legal framework of US nonprofits; 990 tax return and analysis	[B] Siegel: Ch.6 “Federal Tax Exemption” <b>(Required)</b> ; [B] Siegel: Ch. 7 “Tax Aspects of Charitable Giving” <b>(Optional)</b> [C] Form 990 information [C] Dzamba, “Special Report” [C] Handout - sample 990 (with attachments) [C] Additional readings: Moodle	
3	<u>Board Governance &amp; Volunteerism</u> Legal aspect of board governance, bylaws, fiduciary responsibilities; history & background of US volunteerism	[A] Renz (Ch. 5) [A] Brudney (Ch. 26) [B] Siegel – Ch. 3 + Case: Louisiana College; Ch. 4 – “Legal Duties & Obligations”	<b>Due tonight: 990 paper (examination &amp; analysis)</b>
4	<u>Executive Leadership; Ethics</u> Theories of leadership, skills, practices in building effective organizations; role of np execs as agents of social justice; ethical practices and accountability	[A] Herman (Ch. 6) [A] Jeavons (Ch. 7) [C] Bolman & Deal’s 4 Frame model (See Moodle) [B] Siegel: Ch. 11 – “Avoiding Operational Liabilities” (Required) [C] Golensky, case study  <b>Optional:</b> [A] Ebrahim (Ch.4) [A] Watson & Abzug (Ch.24) [B] Siegel: (Ch. 12) – “Risk Shifting, Indemnification, and Insurance” (Optional)	In class team work.  <i>Prepare Team Assignment using the Four Frames – PowerPoints due to be presented on Week 5.</i>
5	<u>Advocacy, Marketing, Communications &amp; Media Relations</u>	[A] Gainer (Ch. 11) [A] Bonk (Ch. 12)	Team Presentations: Four Frames’

	Roles of npos in policy arena; marketing “mission”; advocacy & lobbying; intersection of marketing & communications in npo context	[A] Avner (Ch.13) [C] Waters article re: use of Internet	<i>Individual Paper: Website analysis – will be due Week 6</i>
6	<u>Financial Issues</u> Fundraising; financial management and stewardship in oversight of resources	[A] Bell (Ch. 17) [A] Young (Ch. 18); Young (Ch.22) [A] Fogal (Ch. 19) [C] Handouts posted on Moodle <b>Optional:</b> [A] Helm (Ch.20) [A] Rathgeb Smith (Ch.21) [A] Lockwood Herman (Ch. 23)	Guest Speaker -  Individual Paper: Website analysis due  <i>SWOT Financial Analysis; PESTLE Analysis (Paper) and presentation – Based on analysis of a nonprofit organization’s financial statements- Due Week 7</i>
7	<u>Strategic Planning &amp; Management</u>	[A] Brown (Ch. 8) [A] Bryson (Ch. 9) [A] Yankey & Willen (Ch. 14) [B] Siegel – (Ch. 13) – Evaluating Your Organization (may use as a resource) [C] Handout - McKinsey Capacity report (see Moodle); <b>OPTIONAL</b> – Annie Casey version of the McKinsey grid  <b>Optional:</b> [A] Thomas (Ch.15) [A] Murray (Ch. 16)	Team Assignment: SWOT Financial and PESTLE analysis for organization - (Teams give in class PPT presentation; group paper due)
			<b>INDIV.FINAL PAPER-Organizational Assessment (due 1 week after last class)</b>

### **Papers/Presentations:**

1. Individual Paper: Form 990 Analysis. Individually, you will review, identify “red flags” and analyze the Form 990 from a nonprofit organization of your choice. The paper will consist of your analysis. If necessary, pull down a completed form from [www.guidestar.org](http://www.guidestar.org). Read Dzamba’s “Special Report” and pay special attention to the various “RED FLAGS.” Review the 990 from the nonprofit organization you’ve chosen to see if any of the “Red Flags” were violated and formulate an opinion of how “accurately” the information represents the operations of your particular nonprofit organization. Write up a summary and include your personal assessment regarding the information contained in their Form 990. [Rubric will be provided.]

2. Group Presentation and Paper: Group Application of one of the Four Frames. In groups, you will analyze a case study using one of Boleman & Deal’s four frames. The analysis will be provided in a paper, and the team will present the group’s findings in a PowerPoint presentation. (Each team member will receive the awarded team points.) [See Rubric.]

3. Individual Paper: Website/Communications Analysis. Individually, you will select a nonprofit organization, and analyze its website and communications in a paper. [See Rubric.]

4. Group Paper/Presentation: Financial SWOT Analysis; PESTLE Analysis; Presentation. In teams, you will analyze the financial statements of a nonprofit organization, and prepare an analysis and evaluation of the information by using a traditional SWOT technique. You will also develop a PESTLE analysis on the same organization. The team will present your findings in a PowerPoint presentation. Each member of the team will receive the awarded team points.) [See Rubric.]

5. Individual Final Paper: Individually, you will select a nonprofit organization, conduct an analysis using the McKinsey Capacity tool, and write a paper on your findings. [See Rubric.]

### **General Instructions**

**Attendance policy:** The graduate courses in the SBNM are all 7 weeks in length. It is imperative that you attend and regularly participate in each of the seven weekly sessions, complete and submit assignments by their designated due dates. The University policy allows students to miss one class without penalty provided all readings and assignments are made up by the student within a reasonable time period (the following week). If a second class is missed, prior arrangements must be made with the instructor. The student must recognize that his/her grade may be adversely affected. Faculty are encouraged to drop such a student’s course grade by a full letter grade in this situation. A student who misses three classes 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](http://www.northpark.edu)).

**Availability:** I am available at the Axelson Center (2<sup>nd</sup> floor of 5049 N. Spaulding) to meet with you. It is best to make an appointment, as I am often in meetings outside the office.

**Paper Requirements:** All papers must be submitted in Microsoft Word, or a format readable by MS Word. The University has loaded Microsoft Office 2007 onto faculty computers; papers written using other software (i.e. Corel Word Perfect, Apple, etc.) may not be readable.

Graduate level work requires attention to communication skills – both verbal and written. Note that papers should be double-spaced (12 point font with MS Word default margins) to afford me an opportunity to insert comments. **Proof your papers carefully.** Misspellings, poor grammar, and bad syntax do lower your grade.

**Use of APA Publication Manual:**

The School of Business & Nonprofit Management 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:

- Improving students' writing skills.
- Standardizing the required format of all written assignments in all SBNM courses.
- Emphasizing the importance of paper mechanics, grammatical constructs and the necessity of proper citations and referencing.
- 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*.**

**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:

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 North Park's 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.

**Students with Disabilities:** Students with a disability who believe that 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>