

School of Business and Nonprofit Management

Course Syllabus

Course: *Principles of Nonprofit Management; SBNM 5710, sec. A1*

Academic Year: 2013/14 **Semester/Quad:** Summer A

Credit Hours: 2

Prerequisites: None

Instructor: *Laura Zumdahl, Ph.D., adjunct instructor*

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Availability:

Dr. Zumdahl is available by appointment to meet with students on-campus or by email or phone.

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.

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

Course Materials:

REQUIRED

Textbooks:

- A. D. Renz & Associates. (2010). *The Jossey-Bass handbook of nonprofit leadership and management*, 3rd ed. Jossey-Bass. (ISBN: 789-0-39250-8)
- B. Siegel, J.B. (2006). *A desktop guide for nonprofit directors, officers, and advisors*. Hoboken, N.J.: John Wiley & Sons, Inc.

Selected Online Resources:

- A. Description of Present-Law Rules Relating to Tax Treatment of Charitable Organizations by Joint Committee on Taxation (11/8/01), online at: www.house.gov/jct/x-77-01.pdf .
- B. Waters, R. (2007). "Nonprofit organizations' use of the internet: A content analysis of communication trends on the internet sits of the philanthropy 400." *Nonprofit Management and Leadership*, 18(1).
- C. Roger, K., Blackwood, A., & Pettijohn, S. (2011). "The nonprofit sector in brief: Public charities, giving and volunteering." <http://www.urban.org/publications/412434.html> .
- D. Additional materials posted on Moodle; not all are shown on the syllabus.

Essential IDEA Objectives:

1. Learning fundamental principles, generalizations, or theories.
2. Learning to apply course material (to improve thinking, problem solving, and decisions).
3. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course.

Specific Course Objectives:

Through participation in this course, students will:

- Increase their knowledge in nonprofit management history and practices;
- Explore the role of strategic leadership in the nonprofit sector; and
- Analyze information and data to understand the uniqueness of the nonprofit sector

Course Methodology:

This course is taught exclusively online, therefore intensive engagement through the online tools, as well as keeping up with readings and assignments, are essential for students to meet the course objectives.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements> for information on computer requirements.

Technical Skills Required:

Students must be able to use a computer, the internet, and the online skills necessary to interact through Moodle for this course.

Schedule of Weekly Assignments:

Week	Dates	Topics & Objectives	Assignment(s)
1	May 13- May 19	<p><i>Introductions & Overview of the Nonprofit Sector</i></p> <ul style="list-style-type: none"> • Understand class requirements and structure • Learn about classmates and instructor • Understand the size, scope, and significance of the international, nation, and local nonprofit sector 	<ul style="list-style-type: none"> • Read Handbook Chapters 3 & 4 • Read Siegel Chapters 1 & 2 • Read Roeger's "The Nonprofit Sector Brief -2011" • Post picture & introduction on Discussion Board • Respond to week 1 questions and classmates' posts on Discussion Board
2	May 20- May 26	<p><i>Historical Context & Legal Framework of Nonprofits</i></p> <ul style="list-style-type: none"> • Understand the history of the sector • Gain knowledge of the legal framework of US nonprofits • Analyze data from Form 990 and synthesize into understandable information 	<ul style="list-style-type: none"> • Read Handbook Chapters 1 & 2 • Read Siegel Chapter 6 • Complete 990 Analysis Assignment – due May 26 at 11:59pm • Respond to week 2 questions and classmates' posts on Discussion Board
3	May 27- June 2	<p><i>Board Governance & Volunteerism</i></p> <ul style="list-style-type: none"> • Understand the legal aspects of board governance • Understand the history of volunteerism 	<ul style="list-style-type: none"> • Read Handbook Chapters 5 & 26 • Read Siegel Chapters 3 & 4 • Respond to week 3 questions and classmates' posts on Discussion Board
4	June 3- June 9	<p><i>Executive Leadership & Ethics</i></p> <ul style="list-style-type: none"> • Understand theories of leadership, skills, and practices in building effective and sustainable organizations • Understand the role of nonprofit leaders as agents of and for social change and ethical practices 	<ul style="list-style-type: none"> • Read Handbook Chapters 6 & 7 • Read Siegel Chapter 11 • Complete Team Case Study Assignment – due June 9 at 11:59pm • Respond to week 4 questions and classmates' posts on Discussion Board
5	June 10- June 16	<p><i>Advocacy & Marketing Communications</i></p> <ul style="list-style-type: none"> • Understand the theoretical and historical significance of lobbying and advocacy, and the legal structure governing public policy • Understand marketing communications and media relations 	<ul style="list-style-type: none"> • Read Handbook Chapters 11, 12, & 13 • Read Waters' article on website • Complete Website Critique Assignment – due June 16 at 11:59pm • Respond to week 5 questions and classmates' posts on Discussion Board
6	June 17- June 23	<p><i>Financial Management & Fundraising</i></p> <ul style="list-style-type: none"> • Review the philanthropic landscape • Understand the process of fundraising including grant writing • Gain knowledge in the types of revenue and financial management techniques for nonprofits 	<ul style="list-style-type: none"> • Read Handbook Chapters 17, 18 & 19 • Complete Financial SWOT & PESTLE Analysis – due June 23 at 11:59pm • Respond to week 6 questions and classmates' posts on Discussion Board

Week	Dates	Topics & Objectives	Assignment(s)
7	June 24 – July 1	<i>Strategic Planning & Management</i> <ul style="list-style-type: none"> Understand concepts and tools to assist nonprofit leaders in shaping and guiding the path of a nonprofit organization Consider concepts of collaboration 	<ul style="list-style-type: none"> Read Handbook Chapters 8, 9, & 14 Use Siegel Chapter 13 as a resource Complete Final Paper—due July 1 at 11:59pm Respond to week 7 questions and classmates' posts on Discussion Board

Grading:

Assignment	Points	Grade %
Weekly Active Participation	100	20%
990 Analysis Paper	50	10%
Group Case Study Group Paper	50	10%
Website Critique Paper	50	10%
Financial SWOT & PESTLE Analysis Group Paper	100	20%
Final Paper	150	30%
Total	500	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
475-500	A (95-100%)	400-414	B- (80-82%)	Less than 349	<67%
450-474	A- (90-94%)	385-399	C+ (77-79%)		
435-449	B+ (87-89%)	365-384	C (73-76%)		
415-434	B (83-86%)	350-364	C- (70-72%)		

Assignment Grading Policies:

Late assignments will be accepted only if special arrangements are made with the instructor before the due date. 10% of the points for the assignment will be deducted for each day the assignment is late.

Student Responsibilities:

Students are responsible to do the following for this course:

- Attend and fully participate in each portion of this course.
- Complete the weekly readings and assignments.
- Participate actively on a weekly basis while this course is underway.

Instructor Responsibilities:

The instructor is responsible to do the following for this course:

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

ASSIGNMENT SPECIFICATIONS

Overview:

All assignments must be submitted through Moodle and the assignment link for the week assigned. Papers must be submitted on or before the deadline.

WEEKLY ONLINE DISCUSSION FORUM

Discussion Forum Specifications:

The week's discussion board is open from Sunday through Saturday. Post responses to the week's questions in the first three days and responses to your classmates' posts throughout the week. The discussion board closes at 11:59pm on Saturday. Discussion forum participation is worth 100 points total.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Thoughtful, thorough responses to the week's questions posted within first three days of the week	45-50	40-44	35-39	0-34
Thoughtful, thorough responses to classmates' questions posted before the end of the week	45-50	40-44	35-39	0-34

ASSIGNMENT #1: Form 990 Analysis (Individual)

Assignment Specifications:

Select a nonprofit organization to investigate and view their Form 990. Analyze the 990 data and write a paper reflecting your analysis. This assignment is worth 50 points.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Overview of what story the financial data in the Form 990 tells about the organization	14-15	12-13	10-11	0-9
Integration of financial concepts discussed in readings and discussion forum	18-20	15-17	12-14	0-11
Clearly, concise writing and evidence of examples	13-15	10-12	7-9	0-6

ASSIGNMENT #2: Case Study Paper (Group)

Assignment Specifications:

This assignment is a group application of one of the Four Frames: In groups, analyze a case study using one of Bolman & Deal's four frames and present your findings in a paper (35 points) and a PowerPoint presentation (15 points). This assignment is worth 50 points total and each member in the team will earn the awarded team points.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Appropriate use of one of the four	14-15	12-13	10-11	0-9

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
frames in analyzing the case study				
Clear, concisely written paper with evidence to support analysis	18-20	15-17	12-14	0-11
Visual PowerPoint presentation to represent team analysis	13-15	10-12	7-9	0-6

ASSIGNMENT #3: Website Critique (Individual)

Assignment Specifications:

Select a nonprofit organization of your choice and analyze its website and communications. Write a paper based on your findings, integrating the knowledge of strategic communications, marketing, and media relations found in your readings and learned through discussions. This assignment is worth 50 points.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Synthesis and summary of organization's website and communications	14-15	12-13	10-11	0-9
Integration of knowledge from class readings and discussions on best	18-20	15-17	12-14	0-11

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
practices in strategic communications and marketing				
Clear, concisely written paper with evidence to support analysis	13-15	10-12	7-9	0-6

ASSIGNMENT #4: Financial SWOT and PESTLE Analysis(Group)

Assignment Specifications:

In a small group you will analyze a nonprofit organization's financial statements, develop a financial SWOT analysis and answer specific questions in a bullet point format to explain your group's findings. Your group will also develop a PESTLE analysis on the same organization. These findings can likewise be presented in a bullet-point format. Each section is worth 50 points, for a total of 100 points for this assignment.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Evidence of integration of knowledge from readings and discussion about key factors to identify in conducting Financial SWOT Analysis	23-25	20-21	18-19	0-17
Clear, concisely written Financial SWOT Analysis with evidence to support	23-25	20-21	18-19	0-17

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Evidence of integration of knowledge from readings and discussion about key factors to identify in conducting PESTLE Analysis	23-25	20-21	18-19	0-17
Clear, concisely written PESTLE Analysis with evidence to support	23-25	20-21	18-19	0-17

ASSIGNMENT #5: Final Paper (Individual)

Assignment Specifications:

Individually, select a nonprofit organization of your choice, analyze a number of aspects (see McKinsey grid and Siegel Chapter 13 for resources) and write a paper on your findings. This assignment is worth 150 points.

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
Synthesis and summary of organization	45-50	40-44	35-39	0-34
Evidence of integration of knowledge from readings and discussion about key	45-50	40-44	35-39	0-34

Criteria [e.g.- timeliness of response, integration of content, clear writing, etc.]	[point range for outstanding assignment]	[point range for good assignment]	[point range for less than stellar assignment]	[point range for poor assignment]
factors in analysis of organization				
Clear, concisely written analysis with evidence to support position	45-50	40-44	35-39	0-34

POLICY STATEMENTS

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.

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 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 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.

Attendance Policy for Graduate Courses

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 30% of the engagement time for the course, the student runs the risk of receiving a lower overall 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 two weeks 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 refund policy outlined in the University Catalog.

APA 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.

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.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA 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.***

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 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>