



PSPA 326X: Management of Nonprofit Organizations

Fall 2017

Class Hours: Thursdays, 6:00 PM to 8:40 PM
Instructor: Erica Ceka
Office Hours: Thursday 12.00 am - 1.30 pm, room 215, Public Administration (Illinois ASBO) Building
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Course Purpose

This course is designed to introduce students to the unique world of the nonprofit sector, focusing on the specifics of nonprofit management. The course will provide students with management tools and strategies that nonprofit organizations rely on, allowing students to learn the basics of nonprofit management as well as to develop the core capacities needed to lead nonprofit organizations: management capacity, leadership capacity, adaptive capacity, and technical capacity.

Course Learning Outcomes

By the end of this course students should be able to:

- Identify the unique characteristics, role, and influence of nonprofit organizations.
Identify the major challenges in managing nonprofit organizations and employ various nonprofit management strategies and tools.
Identify organizational opportunities and threats and develop strategic approaches for nonprofit management.
Identify and employ various revenue generation strategies.
Identify and discuss practices that ensure accountability and transparency of nonprofits.

Required Text

- Worth, Michael J., Nonprofit Management: Principles and Practice (fourth edition). Thousand Oaks, CA: Sage Publications, Inc., 2017. ISBN-13: 978-1483375991, ISBN-10: 1483375994.
Libby, Pat and Deitrick, Laura J. Cases in Nonprofit Management: A Hands-On Approach to Problem Solving. Sage Publications. ISBN-13: 978-1483383484, ISBN-10: 1483383482

The textbooks may be purchased through the university bookstore, other book sellers or online. There might be additional readings (relevant to the class discussion) assigned by the instructor. The copy of additional readings will be uploaded in the blackboard.

Grading

Letter grades will be based on a 100 percent scale:

Table with 3 columns showing letter grade ranges: 95-100% = A, 80-83% = B-, 67-69% = D+; 90-94% = A-, 77-79% = C+, 64-66% = D; 87-89% = B+, 74-76% = C, 60-63% = D-; 84-86% = B, 70-73% = C-, Below 60 = F

Method of Evaluation

Students are expected to attend class each week and their **participation in class is mandatory** for successful completion of the class exercises. Therefore, attendance will be taken every week and students will be given points for their class participation towards their final course grade.

Course policy is that **late work will not be accepted**. All assignments are due at the beginning of class on the assigned due date (if other is not specified). In case of emergency, the instructor will consider those circumstances and evaluate whether an accommodation can and should be made based on equity, fairness, and compassion.

If you anticipate any problems with class attendance or late assignments, **please talk to me** so that we can mitigate any academic consequences that might occur.

Course Requirements

Class participation		200
• Attendance	100	
• Case analysis (2 * 50)	100	
Individual work		400
• Memo	50	
• SWOT analysis exercise	50	
• Logical Framework exercise	50	
• Budget exercise	50	
• Course paper	200	
Team project		200
• Meeting minutes	100	
• Presentation	100	
Final exam		200
Total		1000 points (100%)

Description of Assignments

Case analysis: students are required to present twice to the class a short analysis of the cases from the textbook: *Cases in Nonprofit Management: A Hands-On Approach to Problem Solving*. Students must submit to the instructor at the beginning of the class their case analysis including short answers to the questions related to the cases. Cases will be distributed among students during the first week.

Memorandum: Based on the assigned cases, students should produce a memo addressed to the board of directors of a nonprofit organization, pointing on the problem that the organization is facing as it is evident from the case. Memo should be two (2) double-spaced pages in length with the theme font Times New Roman, size 12, 1-inch margin.

Course paper: Students are required to submit one analytical paper on any topic studied in this class. The paper is not just an opinion essay, it must include the synthesis of relevant materials from the lectures, discuss the importance of the topic to the nonprofit management, and be supported by/connect to relevant cases from the textbooks. The paper must have adequate

introduction and conclusion. It should be six (6) double-spaced pages in length (counting the text, not the title or reference pages) and written in APA style with the theme font Times New Roman, size 12, 1-inch margin.

SWOT analysis exercise, Budget exercise, and Logical framework exercise: students will receive a template for this activity and more instructions during the class.

Group Project: Each student will join a group of 3-4 students who will work together during the semester, simulating a work in a nonprofit organization. Each group will “create” its own nonprofit organization and will “manage” it during the semester. The main activity of the group is to create a marketing plan that will attract funds. There are two group assignments: meeting minutes, marketing plan outline, and presentation.

- **Meeting minutes:** There will be no class on September 28th; the groups are supposed to meet to establish their own nonprofits. The template for this activity is available on the blackboard.
- **Presentation:** Each team will make a marketing strategy presentation to the class. A team grade on the presentation will be assigned by other student teams as well as by the instructor. The rubric for grading the presentation is posted on the Blackboard.

Final exam will consist of four short essays. Students will have choices among the questions. The purpose of the examination in this class is to allow students to demonstrate their comprehension of the material covered in the readings and presented in class. The exam will also help establishing if students develop the core capacities needed to lead nonprofit organizations: management capacity, leadership capacity, adaptive capacity, and technical capacity.

Be advised, students will only be excused from an exam in the event of personal illness that requires immediate medical attention, in instances of death/serious illness of a close family member, or for other valid events that occur at the time of the scheduled exam. *The instructor should be notified in advance or as soon as possible and appropriate documentation must be provided in all circumstances.* In such cases, students will need to take a make-up exam. Missing an exam without a valid, documented excuse, or failure to provide appropriate documentation in a timely manner, may result in a grade of zero for the exam(s).

COURSE SCHEDULE

Week	Date	TOPICS & ACTIVITIES	ASSIGNMENTS (DUE)
1	08/31	INTRODUCTION	Syllabus & assignments
2	09/07	Foundation of the nonprofit sector	Textbook: Chapters 1-3 Casebook: Chapter 1
3	09/14	Nonprofit Governing Boards & Executive Leadership	Textbook: Chapter 4 -5 Casebook: Chapter 2 -3
4	09/21	Managing Staff and Volunteers	Textbook: Chapter 9 Casebook: Chapter 6 Students form groups
5	09/28	Team Meeting	There is no class this day. Students are supposed to meet outside of class to finalize the 1 st group assignment. Meeting minutes due midnight 10/04.
6	10/05	Generating Revenue: Grants, Contracts and Fundraising	Textbook: Chapter 13-14-15 Casebook: Chapter 9 MEMO due midnight 10/06
7	10/12	Performance & Accountability in Nonprofit Sector	Textbook: Chapter 6 Casebook: Chapter 4 BB: Rourke, Brad. "Philanthropy and the Limits of Accountability." (2014). Logical Framework Exercise due midnight 10/18
8	10/19	Strategic Decision Making	Textbook: Chapter 7 Casebook: Chapter 5 & 7 Submit chosen topics to the instructor. SWOT analysis due midnight 10/25
9	10/26	Public Relations: Marketing & communication; Advocacy & Lobby	Textbook: Chapter 10-11 Casebook: Chapter 8 & 11
10	11/02	Managing resources: Budget & Financial reporting;	Textbook: Chapter 12 Casebook: Chapter 10 Budget exercise due midnight 11/09
11	11/09	Collaboration & Partnerships; International NGOs	Textbook: Chapter 8 & 17 Casebook: Chapter 13-14
12	11/16	Social entrepreneurship & Innovation	Textbook: Chapter 16 Casebook: Chapter 12 Course Paper due midnight 11/16
13	11/23	Thanksgiving Break	Enjoy your holiday!
14	11/30	Group presentations	
15	12/07	Final Exam	Do not be late!
GOOD LUCK WITH YOUR FINALS!			

ACADEMIC POLICIES AND CLASSROOM EXPECTATIONS

1. Be present in the class physically AND mentally!
2. Entering & Leaving Class: Make every effort to be on time for class. If you do arrive late, please enter in a way which minimally disrupts the classroom environment (such as sitting in back). Students are expected to remain in class until dismissed. Early departure may be acceptable for legitimate reasons that are discussed with the instructor in advance.
3. Electronic Devices: Students are expected to devote their full attention to class activities. Cell phones and other communication or electronic devices should be turned off or set to silent mode and should not be used in class. Completion of work for other courses or involvement in social media during class time is strictly prohibited. Accordingly—with the exception of note-taking—use of laptops, netbooks, or tablets during class time is prohibited.
4. Open-Mindedness and Respect: Come to class with an open mind and be willing to listen to alternative viewpoints and perspectives. Students are asked to respect diverse points of view and understand that each person's background and life experiences have shaped who they are today. Religious, moral, or political perspectives are welcome when appropriate, but speech which demeans or oppresses other individuals, or actions that disrupt the classroom will not be tolerated. Students who violate this policy may be asked to leave the classroom and the instructor will contact the appropriate officials in accord with university policy.
5. Students with Disabilities: Northern Illinois University is committed to providing an accessible educational environment in collaboration with the Disability Resource Center. Any student requiring an academic accommodation due to a disability should let his or her faculty member know as soon as possible. Students are advised to contact the instructor in such a way as they are most comfortable about the confidentiality of their accommodation being maintained to the fullest extent possible. Students who need academic accommodations based on the impact of a disability will be encouraged to contact the Disability Resource Center if they have not done so already. The Disability Resource Center is located in the 4th floor of the Health Services Building, and can be reached at 815-753-1303 [v], 815-753-3000 [TTY] or email at drc@niu.edu
6. Academic Integrity: "Good academic work must be based on honesty. The attempt of any student to present as his or her own work that which he or she has not produced is regarded by the faculty and administration as a serious offense. Students are considered to have cheated if they copy the work of another during an examination or turn in a paper or an assignment written, in whole or in part, by someone else. Students are guilty of plagiarism, intentional or not, if they copy material from books, magazines, or other sources without identifying or acknowledging those sources or if they paraphrase ideas from such sources without acknowledging them. Students guilty of, or assisting others in, either cheating or plagiarism on an assignment, quiz, or examination may receive a grade of F for the course involved and may be suspended or dismissed from the university." **NIU Policies on Academic Integrity, Attendance and Accommodations for Students with Disabilities:** http://www.niu.edu/stat/courses/pdfs/Accessibility_Statement.pdf
7. SafeAssign & Blackboard: Part of the process of submitting assignments on Blackboard involves checking to see if your assignment has been successfully uploaded into the SafeAssign system. Students are responsible for ensuring that their assignments have been uploaded correctly.
8. Syllabus and Course Changes: The syllabus may be modified at any time to meet the objectives of the course or accommodate the needs of students. This may include change in the order of events, alteration of requirements, or adjustment of grading procedures. In the event that such changes are necessary, students will be notified right away and a revised syllabus will be posted on Blackboard.