



Dillard College of Business Administration

MGMT 3623 - Strategic and Human Management of Nonprofit Organizations

Monday and Wednesday 12:30 pm to 1:50 pm, Dillard 338

Fall Semester 2019 Course Syllabus

Course Dates: August 24, 2019 thru December 14, 2019
Credit Hours: 3
Instructor: Sonia White, M.S.
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Office Hours

Mondays and Wednesdays 8:00 am to 9:30; Mondays 2:00 pm to 3:30 pm; Tuesdays 8:00 am to 9:00 am; or by appointment. Office hours are designed for you, giving you a more private environment in which we may talk about your work, your performance in class, etc. If you are unable to see me during my office hours, do not hesitate to make an appointment to see me at a different time. I have an open door policy: if my office door is open and I am available, I am happy to visit with you.

Required Course Material

LaPiana, D., Gowdy, H., Olmstead-Rose, L., Copen, B. (2012). *The Nonprofit Business Plan: The Leader's Guide to Creating a Successful Business Model*. Nashville, Tennessee: Turner Publishing Company. ISBN: 978-1-61858-006-1 (paperback).

Bring this textbook to class as you may be assigned activities in class which will require the textbook.

Recommended Material

Turabian, K., revised by Booth, W., Colomb, G., Williams, J., Bizup, J., Fitzgerald, W. (2018). *A Manual for Writers of Research Papers, Theses, and Dissertations* (9th Edition). Chicago, IL: University of Chicago Press. ISBN-13: 978-0-226-43057 (paperback). There are several copies of this reference book in the Center for Nonprofit Management & Leadership Resource Library (DB 147). Please limit checking out 1 copy per group so that everyone has access to the book.

Course Description

Overview of the role, scope and contribution of the nonprofit sector. Introduction to the financial and human strategies nonprofits use. Introduction to assessment methods used to

measure program outcomes. Advanced study of nonprofit business and strategic planning which requires the development and presentation of a detailed nonprofit business plan.

General Learning Goals

1. Student will demonstrate competency in speaking and writing for common business scenarios. Students will submit written assignments throughout the semester. Assessment will occur through grading of assignments and in presentations throughout the semester.
2. Student will demonstrate problem solving and decision-making abilities through critical analysis, evaluation, and interpretation of business information. Students will work in groups on a simulated nonprofit business problem(s). Assessment will occur throughout the semester through regular group check-ins and peer evaluations and instructor evaluation.
3. Student will demonstrate how to use team building and collaboration to achieve group objectives. Students will work in groups throughout the semester. Assessment will occur throughout the semester through regular group check-ins and peer evaluations and instructor evaluation.
4. Students will apply and demonstrate ethical reasoning skills within a business environment. Students will learn and apply best practices in simulated nonprofit business problem(s). Assessment will occur throughout the semester through regular group check-ins and peer evaluations and instructor evaluation.

These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates will carry with them into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

Course Specific Learning Goals

Upon successful completion of this course, the student should have completed a nonprofit business plan and should have refined their understanding of real-world nonprofit business planning.

- Identify and describe best practices of nonprofit strategic planning, business planning, human resource management and evaluation methods;
- Analyze, evaluate and interpret theories and processes and then apply them to a simulated “real-world scenario/situation”;
- Create a written business plan for a nonprofit idea;
- Present the business idea to their peers and DCOBA faculty;

The purpose of this course is to train students to identify and understand the theories and best practices that guide successful and ethical nonprofit management. Students will learn to develop and write a nonprofit business plans. They will also learn to articulate their business plan and present their idea in a professional presentation.

Class Communication

I will provide course updates, readings, handouts, examination reviews, and other communication in class and/or on D2L. Students may also check their grades via D2L. Students will need to set up their notifications in D2L so they are notified about communication and/or assignments posted on D2L. If you have any questions or need any help, the best way to reach me is via e-mail. Always include in the email your **first and last name** as well as the **name of the course (Nonprofit Planning, MGMT 3623, etc)** you're emailing me about.

Assignment Submissions

Most written assignments will be submitted through D2L. Please only submit typed **Word** documents unless otherwise specified. If you use Pages (or another word processor), **please convert your document to Word before submitting**. Submissions by email will generally not be accepted. However, should there be a circumstance where you need to submit an assignment via email (e.g. the system is down), all emails of class files that are sent to me need to be saved. This will help you in the rare case that an email is lost, as the date on the original sent email can be referred to. There will be absolutely no exceptions in the case of emails lost if you cannot produce the original sent email. But please make a rule of submitting assignments through D2L.

Course Grading and Evaluation

Activities	Percentage	Possible Points
Participation and Attendance – up to 5 points per class for attendance AND participation; absence results in 0 pts; tardiness, leaving early, being disruptive and/or non-participatory results in 3 pts or less.	10%	150
Group peer evaluations: 50 pts each 3x per semester.	10%	150
Quizzes: 50 points each 3X per semester. Quizzes will cover reading assignments as well as material from guest speakers and instructor lectures. Quizzes are unannounced. Participation in <i>Together We Make a Difference Community Service Day</i> can substitute for one quiz or lowest quiz grade.	10%	150
Small Group Assignments (6 at 50 pts each assignments) – cover lecture; reading assignments; practical applications and research to feed into the Nonprofit Business Plan and Group Presentation	20%	300
Nonprofit Business Plan Draft 1	10%	150
Nonprofit Business Final Plan	25%	375
Group Presentation (FINAL)	15%	225

Participation and Attendance (Individual evaluation 10%):

Attendance and Participation will be heavily weighted in this class and be worth 10% of grade. **Attendance and Participation** could also negatively impact other grades such as peer evaluations, small group assignments and the written Business Plan. You cannot be successful in this class if you do not attend class regularly, if you come to class late and/or leave class early, or do not participate. In particular, students will be assessed for their preparation for class and engagement in discussions and activities (group work; group assignments). You will be assigned to groups at the beginning of the semester and will remain with the same group throughout the semester. Significant class time will be given to complete and work on group assignments, therefore regularly attendance, promptness and class participation is a must.

- Attendance and full engagement in group/class activities will earn 5 pts per each class.
- Tardiness; leaving class early; and/or poor contribution to group/class will earn 3 pts OR LESS.
- Absent and/or disruptive and/or non-contribution to group/class will earn 0 points.

Also see **attendance** under **Course Policies**.

Peer Evaluations (Individual evaluation 10%)

Peer Evaluations will be used to evaluate the contribution of INDIVIDUALS to the group and will be worth approximately 10% of your grade. Your ability to contribute as a productive team member is important to your success in this class. You will evaluate your team members and yourself; and they will evaluate themselves and you. **Peer Evaluations** will be submitted in D2L so that students can provide honest and objective feedback. I expect honest and objective feedback based on concrete evidence and specific examples.

Any ratings above or below an average rating (3) will require an example of WHY the rating was above or below average. For example, if you give a team mate a 5 for contribution to the group, you should provide an explanation in the comment section, such as, "*Evan provided outstanding contribution because he interviewed the ED of our nonprofit on two different occasions and provided most of the input for our Development Plan Evaluation.*" If you rated a team mate with a below average rating, such as a 2 for contributing to the group, I would expect an explanation in the comment section, such as, "*Leo did not contribute to our group, because he was often absent and/or tardy to class, and did not complete tasks for the group on time.*"

My goal for the peer and performance evaluations is to make a stronger connection between team member performance and contribution and their grade. **Peer Evaluations** should also reflect improved, consistent performance, or, lack of effort and/or inconsistent performance OVER TIME. A team member who shows improved performance over time and exhibits the ability to take and apply constructive criticism should get a good and/or improved grade over time for the peer evaluations. A team member with so-so performance that makes no apparent effort to improve their performance or apply constructive criticism should not do as well OVER TIME.

Quizzes (individual evaluation 10%)

Quizzes will be used to evaluate individual understanding of key concepts, principles and best practices discussed in lectures, covered in assigned text readings and applied through group assignments and will be worth 10% of your total grade for the class. **Quizzes** may or may not be announced ahead of time. **Quizzes** will be made up of a combination of multiple choice, true/false and short essay questions. Each quiz will cover KEY principles which have been discussed in class and/or applied through your group projects. If you attend class, participate in class discussion and contribute to group projects you should do well on quizzes; if you do not attend class, do not participate in class discussion and do not contribute to group projects you will probably NOT do well on the quizzes. If student registers and participates in *Together We Make a Difference Community Service Day*, they may substitute 50 pts for a quiz grade and/or replace a low quiz grade.

Class Group Assignments (group evaluation 10%)

Class Group assignments (6) will be used to evaluate understanding of key concepts, principles and best practices discussed in lectures, covered in assigned text readings and applied through group assignments and will be worth 10% of your total grade for the class.

Group Assignments will cover KEY principles which have been discussed in class and/or applied through your group projects. The group assignments will feed into the written **Nonprofit Business Plan** and the **Business Plan Presentation** and provide key content for both.

Nonprofit Business Plan Draft (group evaluation 10%)

The Nonprofit Business Plan draft should include everything you turned in so far (**Mission, Vision, Impact Statements; Market Analysis; Pro-forma & Assumptions; Organization Structure; Marketing & Outreach Plan; Evaluation Plan & Logic Model**) plus an **executive summary**, merged into one document, and should include edits incorporating instructor feedback, suggestions and/or recommendations. You will also be required to turn in the original small group assignments, with instructor comments with your draft.

Nonprofit Business Plan Final Draft (group evaluation 15%)

The **Nonprofit Business Plan** will be used to evaluate your GROUP'S understanding of key concepts, principles and best practices discussed in lectures, covered in assigned text readings and applied through group assignments and will be worth 20% of your total grade for the class. The assignment should incorporate research and work completed in your small group assignments will outline goals, timelines and provide an appendix with resources, templates, samples, etc. The **Nonprofit Business Plan** should also be designed in a way in which it has realistic goals and a plan for reaching the goals. The plan created by the group should reflect and demonstrate basic understanding of key nonprofit strategic theories, best practices, principles and ethics. The instructor will provide a template to be used for both the the Plan portion of this assignment.

Group Class Presentation (counts as final; 15% of grade)

At the end of the semester, each group will work together to create a presentation which will be presented to the class and to a panel of representatives from the nonprofit community. The presentation will include a visual, informative, professional presentation making a "pitch" to support and/or finance your nonprofit endeavor. Student's will be provided an evaluation metrics and template for your pitch.

Extra Credit

Together We Make a Difference Community Service Day, October 26, 2019, will provide an opportunity to participate in a community service project with local nonprofits and local youth from area schools. If you participate in this half-day event, you can earn 50 pts to substitute one of your Quiz grades. In order to earn the 50 pts, you must register in advance with The Center for Nonprofit Leadership and Management, you must arrive on-time and stay the entire time of your commitment.

There may be other extra credit opportunity in this course. You will be informed if an opportunity becomes available.

Guidelines for the Business Plan and Corresponding Assignments

The business plan and assignments are subject to the following format requirements:

- 1) Margins: 1 inch
- 2) Font Size: 11 or 12
- 3) Font: Times New Roman, Arial, or a similarly professional looking font
- 4) Line Spacing: Single
- 5) Page Limits – Assignments (***Mission, Vision, Impact Statements; Market Analysis; Proforma & Assumptions; Organization Operations; Marketing & Outreach Plan; Evaluation Plan & Logic Model***): One to two pages based on each assignment
- 6) Page Limits – Business Plan: Approximately 10 pages (a bit more is OK, much less is not), exclusive of the executive summary and appendices.
 - **Mission, Vision & Impact Statements** should be approximately 1 page. Your mission and vision should be explained and you should describe the desired impact of your organization.
 - The **Market Analysis** should be approximately 2-3 pages. Topics should include: Defining need for your service; competitive landscape; similar organization comparison; competitive edge; target markets and risk mitigation. See pages 49-58; 78-79; 82 and 134-139 of textbook.
 - The **Marketing & Outreach Plan** should be approximately 1-2 pages and should include discussion of key collaborations and partners, as well as your marketing strategy. See pages 72-76; 145-146.
 - The **Organization Structure** should be 2-3 pages and should include discussion of board structure, key staff positions, role of volunteers and an organizational chart. See pages 62-72; 141-145.
 - **Proforma and Assumptions** section should include the “big 3” financial statements with three years of forward projections address. Projections should include an explanation of the assumptions used, and how those assumptions were tested. This section should also discuss key revenue drivers. See Chapter 6, page 76; pp. 146-151.
 - **Evaluation Plan & Logic Model** should be approximately 1-2 pages. This section should include goals, SMART objectives and a logic model. This section should discuss how the organization will be evaluated and measure its impact. See pp. 76-77; 151

First draft is everything you turned in so far (***Mission, Vision, Impact Statements; Market Analysis; Proforma & Assumptions; Organization Operations; Marketing & Outreach Plan; Evaluation Plan & Logic Model***) plus an executive summary, merged into one document, and should include edits incorporating instructor feedback, suggestions and/or recommendations.

Course Policies

Grades

Grades will be entered into the gradebook on D2L. It is the student’s responsibility to keep all graded materials that have been returned by the instructor for the entire semester. Technical glitches happen, you will need to hold on to your final copy of any assignment in the event that a file does get lost. **Any request to change a grade must be made to the instructor via email within one week of when the grade was posted to D2L.**

Attendance

Attendance is absolutely crucial for your success in this class. I will take attendance at the start of each class meeting. Attendance and participation could also negatively impact other grades such as peer evaluations and professionalism. You cannot be successful in this class if you do not attend class regularly, if you come to class late and/or leave class early, or do not participate. In particular, students will be assessed for their preparation for class and engagement in discussions and activities (group work; group assignments). As the instructor, I also may exercise my right to drop you from the class if you have more than 3 unauthorized and/or invalidated/undocumented absences. This would result in you receiving an “F” for the class.

Absences due to required participation in university sponsored activities are considered “authorized absences”. Students with written approval for an “authorized absence” must present a signed letter or memo to the instructor PRIOR to the date of the absence. Only prior notification can guarantee lack of penalty for these absences. It is the responsibility of the student to make arrangements with the instructor to make up missed work during the authorized absence.

“Valid, documented” absences fall in the following categories: medical, legal, or serious personal issue beyond your control (e.g. relative’s death or serious illness; jury duty; car accident) and in order for these absences to be considered “valid and documented” the student must provide documentation such as a written doctor’s excuse, jury summons, police report, etc. Further validation may be required by the Student’s Right and Responsibilities Office. Not feeling well, oversleeping, studying for a test, or having another project due, does NOT meet the criteria for a valid absence.

Late Work

No late assignments or presentations will be accepted. Exams can be made up only in the case of valid, documented excuses (see above).. Deadlines are very important in this class due to the real-time, real-world project environment.

Midterm Progress Reports

In order to help students keep track of their progress toward course objectives and to be successful in this class, the instructor will provide Midterm Progress Reports (5-8 weeks after the start of the semester) for all students through each student’s WebWorld account. Midterm grades will not be reported on the students’ transcript; nor will they be calculated in the cumulative GPA. The midterm grades are simply an indicator of where the student stands at the midpoint of the semester based on performance, attendance and participation up to that point. It is highly recommended that students earning at or below a C at the midway point should schedule an appointment with the instructor to discuss how to improve student outcome.

Professionalism

Please be mindful that your written communication with me should include proper salutations (Mr., Ms., Dr., etc.), should follow proper spelling and punctuation guidelines, and convey an overall professional and business-like demeanor. Do NOT write your emails like you write your

text messages: do NOT use emojis, do NOT use abbreviated spellings of words such as “u” for you; “2” for to, etc., or acronyms like LOL, LMAO, etc. Treat this opportunities as a way for you to practice your business professionalism.

University Policies

Academic Integrity

Refer to the “Student Honor Creed” in the undergraduate catalog. If I discover that a student has engaged in academic dishonesty (cheating, collusion, and/or plagiarism) on any work for this course, they will receive an F (0 points) for that work. Repeated instances will result in failing the course. All instances of academic dishonesty will be reported to the Dean of Students.

Syllabus Change Policy

This syllabus is a guide for the course and is subject to change. Syllabus changes will be communicated via D2L and/or in class.

Grade Appeals

Any student who believes a final grade has been inequitably awarded should first contact the instructor who awarded the grade to discuss the issue and attempt to resolve the differences. A student has 30 days following the first day of the succeeding semester to file a written appeal with the dean of the instructor’s college in which the course was taught. Refer to the Undergraduate Catalogue for further details. See the MSU Student Handbook for University policy on grade appeal.

Americans with Disabilities Act

If a student has an established disability as defined by the Americans with Disabilities Act and would like to request accommodation, that student should please contact me as soon as possible. Any student requesting accommodations should first contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center to document and coordinate reasonable accommodations if you have not already done so.

Concealed Carry

Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the University’s webpage on [Campus Carry Rules and Policies](#).

Important Deadlines and Dates

Change of Schedule or Late Registration: August 26-28, 2019

Deadline for December graduates to file for graduation: September 30, 2019

Deadline for May graduates to file for graduation: October 7, 2019

Last day for “W” from classes (drops AFTER this date will receive and “F”): October 28, 2019

Commencement: December 14, 2019

Class Assignments and Due Dates

Date	Main Topic	Reading/Handouts	Assignments Due
8/24	Welcome! Information, discuss nonprofit ideas, prepare for semester	Class syllabus; student information sheet; photo/video release	Complete student information sheet; sign photo release form
8/26	Understanding “The Business Plan”. Why Plan?	La Piana: Preface; How this Book is Organized and Chapter 1	Assign Idea Generation Worksheet (Class presentation of nonprofit idea, due 9/9)
9/2	NO CLASS – LABOR DAY HOLIDAY		
9/4	Getting Started: Designing and Launching your nonprofit business and business planning process;	La Piana: Chapter 2, special attention on Case Study, Knowledge Force, Part 1, pp. 27-33 Discussion: Basic Business questions, pp. 17-26	
9/9	Developing your Mission, Vision and Impact statements; Assess Current Business Model: what will your business do, where will you do it, and how will you do it?	Mission vs Vision La Piana: Chapter 3; special attention to p. 45 and Case Study: Knowledge Force, Part 2, pp. 46-47	
9/11	Guest Panel Developing & Screening Nonprofit Idea: Vanda Cullar (SBDC); Marla Malone (Center for Nonprofit Management); TBD	La Piana: Chapter 2	Class Presentation of Idea
9/16	Class work day		Written Mission, Vision & Impact Statement due in D2L by end of class (1 page)
9/18	Researching Your Market: Defining and Quantifying the Need for your Product/Service; Class work time	La Piana: Chapter 4; special attention p. 54; Assignment: market research and method; conduct research need for	

Date	Main Topic	Reading/Handouts	Assignments Due
		your service (due 9/30)	
9/23	Researching Your Market: Competitive Landscape Class work time	Assignment: Identify 3 nonprofits providing similar service/product Create a chart (p.55) (due 9/30)	
9/25	Projecting the Future: Business Plan Financials	La Piana: Chapter 3, pp. 39-42; Chapter 5, p. 76; Chapter 6 Assignment: Developing & Testing Assumptions (due 10/7)	
9/30	Projecting the Future: Business Plan Financials	La Piana: Chapter 3, pp. 39-42; Chapter 5, p. 76; Chapter 6 Assignment: Identify revenue drivers & cost drivers; test scenarios; quantify need for start-up capital (due 10/7)	Market Analysis and (2-3 pages)
10/2	A word on Fundraising Class work day	La Piana: Chapter 6, Assignment: Preparing the financial statements (pro-formas) due 10/7	
10/4	Developing Your Plan: Operations & Infrastructure	La Piana: Chapter 5, pp. 62-66	
10/7	Developing Your Plan: Governance & Management; Collaborations & Partnerships	La Piana: Chapter 5, 69-74 Assignment: who are your key positions? Create brief job descriptions of these positions and	Pro-formas due with assumptions

Date	Main Topic	Reading/Handouts	Assignments Due
		an organizational chart (due 10/14)	
10/9	Class work day		
10/14	Developing Your Plan: Marketing Strategy	La Plana: Chapter 5, 75-76 Assignment: Develop marketing & outreach plan (p. 75) due 10/16	Organization Structure: due 2-3 pages
10/16	Class work day		
10/14	Developing Your Plan: Evaluation & Measuring Impact	La Plana: Chapter 5, pp. 76-77 Assignment: design SMART goals, identify outputs and outcomes and how each will be measured Logic Model (due 10/23)	
10/16	Developing Your Plan: Risk & Risk Mitigation	La Piana: Chapter 5, pp. 78-82	Marketing & Outreach plan due (2 pages).
10/21	Class Work Day		
10/23	Pulling it all together: The Business Plan	La Piana: Chapter 7, pp. 113-120; Appendix A: Sample Business Plan, pp. 129-151 Assignment: Pull together all the pieces to create your first draft of your business plan. (due 10/30)	Evaluation & Impact: due (2 pages).
10/28	Class Work Day	La Plana: Ch.7, pp. 113-114; pp. 131-132. Assignment: Executive Summary	
10/30	Class Work Day		First Draft of Business Plan with executive summary due –
11/4	Class Presentation and discussion of presentation templates	Handout: My Turn Business Plan;	

Date	Main Topic	Reading/Handouts	Assignments Due
		Guidelines for PowerPoint presentations	
11/6	Class Work Day		
11/11	Class Work Day		
11/13	ideaMSU: presentation of ideaMSU format and criteria	Handout: ideaMSU	
11/18	Class Work Day	Instructor will return First Draft Business Plans with comments.	
11/20	Practice Run thru of presentations		
11/25	Practice Run thru of presentations		
11/27	NO CLASS – THANKSGIVING BREAK		
12/2	Class Presentations: Representatives from nonprofits will be in attendance; representatives from DCOBA faculty will be in attendance		FINAL WRITTEN BUSINESS PLAN DUE; PowerPoint due to instructor
12/4	Class Presentations: Representatives from nonprofits will be in attendance; representatives from DCOBA faculty will be in attendance		
TBD	Class Presentations (Use Template Provided)		