



Syllabus: MGMT 3623
Strategic and Human Management of Nonprofit
Organizations
Online
Spring Semester 2022

Instructor: Sonia White, M.S.
Office: Dillard 227
Email: Sonia.White@MSUTexas.edu
Phone: (940) 397-6996

Office Hours

Office hours are designed for you, providing a private environment where we may talk about your work, performance in class, etc. If you cannot see me during my scheduled office hours, do not hesitate to make an appointment to see me at a different time.

Office Hours: Mondays: 3:30 pm to 5:00 pm; Tuesdays: 8:30 am to 10:00 am;
Wednesdays: 8:00 am to 10:00 am; or by appointment

This is an online course so I cannot see if you understand me when I lecture, or when I provide feedback on homework, therefore, it is important that YOU contact ME if you do not understand something or have questions about grading, about instructions, or the course in general. I welcome the opportunity to get to know my students on a more personal level, and I will make myself available to meet with you in person or via zoom if you need to discuss an assignment or the course in general.

Required

Project DPro Guide (posted in D2L). This will be our “textbook” for the course. If you want a printed copy (black/white in a 3-ring binder) contact me and you can purchase one for \$10 from me. You are welcome to print your own or use it digitally. Additional readings and materials may be posted to D2L.

Websites

We will be using two different websites for this course and you may need to create accounts for the websites. It is your responsibility to keep track of and remember your own logins for these accounts. You will receive further instructions for creating accounts.

Required Materials/Supplies

Students must own or have access to the following:

Hardware: Computer, laptop or Ipad with **webcam, microphone**, and/or **speakers** to be able to access Virtual Classroom, Skype, Zoom, Respondus Monitor and Lockdown Browser, etc. **Chromebooks should not be used.** They are incompatible with Lockdown Browser. Please visit the [MSU Texas website](#) for a review of the most up to date technology requirements.

Software: Students can sign up for access to Office 365 web edition for free. Students should contact the helpdesk at 940-397-4680 or helpdesk@msutexas.edu to get more information about getting access to the software.

Browser: It is highly recommended that you use the following browsers for the best experience: Mozilla Firefox; Google Chrome or Apple Safari.

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 project plan.

This course will also provide you the study materials and instruction to take the Project DPro certification exam. The exam is required for the course and the cost of the exam will be paid for by MSU/Dillard College of Business Administration. The certification exam is the final for the course and if you pass the exam with a 65% or higher, you will also earn your Project DPro Foundational Certification. This is an international project management certification which you can add to your resume, LinkedIn and other professional networks.

Specific Learning Goals

1. Upon successful completion of this course, the student should have completed a nonprofit and/or NGO project plan and should have refined their understanding of real-world nonprofit and NGO sector project planning.
2. Identify and describe best practices of nonprofit and NGO project planning, business planning,
3. Identify and describe best practices for human resource and volunteer management;
4. Identify and describe best practices for evaluation processes;
5. Analyze, evaluate and interpret theories and processes and then apply them to a simulated "real-world scenario/situation" by managing a project;
6. Create a written project plan using project management tools;
7. Understand and apply best practices, theories and principles of project management, strategic planning and human resource management;
8. Earn a project management certification, Project DPro Foundation Certificate.

The purpose of this course is to train students to identify and understand the theories and best practices that guide successful and ethical strategic management, human resource management and project management.

General Learning Goals

1. Students will demonstrate problem solving and decision-making abilities through the critical analysis, evaluation and interpretation of business and nonprofit information.
2. Students will demonstrate competency in writing for common business scenarios.
3. Students will utilize technology for business applications.
4. Students will demonstrate ethical reasoning skills within a business and nonprofit environment.
5. Students will have an understanding of the influence of multicultural issues on business activities.

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.

Online General Goals

1. Students will demonstrate the capability to use devices to communicate with other systems to access data, upload and download.
2. Students will demonstrate proficiency with email to create, send, respond and use attachments.
3. Students will demonstrate the ability to use presentation graphics such as PowerPoint to create slides, displays and presentations.
4. Students will demonstrate the skill to create multimedia presentations.
5. Students will demonstrate the ability to use word processing.
6. Students will demonstrate the capability to navigate a learning system such as D2L/Brightspace and the internet.
7. Students will demonstrate the ability to navigate a Windows or MAC operating system to manipulate files using file manager, determine active printer, access installed applications, create and delete directories and files.

Course Communication

I will provide all course content, updates, readings, handouts, and other communication using D2L. Students may also check their grades via D2L. Students will need to log in to D2L regularly to stay current with the class. 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 you're emailing me about. **Be sure that your email settings are set up so that you receive communications sent via D2L. It is your responsibility to manage your settings.**

It is your responsibility to log into D2L regularly to check for announcements or messages from me regarding the course. If you miss more than one assignment and you are not regularly logging into the course, you may be dropped from the course as failure to attend/participate.

Email Communication Guidelines: I expect upper division students (which you are!) to be able to communicate in a professional manner. From time to time you may have to communicate with me and email is the best way to reach me. When communicating with me via email, always include in the subject line your first and last name as well as the name of the course you are emailing me about. Be sure to have a proper salutation in your email to me. You can address me as Ms. White, Instructor White or Professor White. Do not address me by my first name. Your email should have proper spelling, punctuation and capitalization. Your email also should have a “signature” which includes your first name, last name and your M#. All of these guidelines reflect business appropriate and professional email communication standards.

Assignment Submissions

All assignments should 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 first to Word**. If you fail to submit your document in the correct format, and I cannot read your document, your document will be considered late, and I will NOT accept the assignment. **Submissions by email will not be accepted.** Please see policies for **Late Work Submissions**.

Course Grade

Activities	Points
3 Group Project Management Assignments 100 pts each	300 pts
5 Individual HW Activities 20 pts each	100 pts
3 Quizzes 100 pts each	300 pts
Project DPro Foundation Exam* COUNTS AS FINAL	100 pts
*65% or better score results in Project DPro Foundation Certificate	
TOTAL	800 pts

<u>Actual Points</u>	<u>Letter Grade</u>
At or above 716	A
715-636	B
635-556	C
555-476	D
Below 475	F

Brief Description of Graded Activities

Group Project Management Assignments:

You will be assigned to groups to work as a project management team. You will have three assignments due as a group. These assignments are designed to simulate

working in a project management team and using the tools and principles you learn in the reading materials and lectures. Each of these projects is worth 100 points. Each assignment is posted in the respective module and is due on the Friday of the week assigned (see syllabus calendar for assignment due dates). Assignments are due in D2L. Each drop box folder on D2L for homework assignments will be open on Saturday at 12:01 am and closes on Friday at 11:59 pm.

Homework:

You will have five short homework assignments which are each worth 20 points each. Each assignment is posted in the respective module and is due on the Friday of the week assigned (see syllabus calendar for assignment due dates). Assignments are due in D2L. Each drop box folder on D2L for homework assignments will be open on Saturday at 12:01 am and closes on Friday at 11:59 pm.

Quizzes:

You will have three quizzes throughout the semester which will assess your individual understanding of concepts covered in the course. These quizzes will be timed and you will take this through the Respondus Monitor. Each quiz will cover content in the Project DPro Guidebook.

Project DPro Exam

You will be required to take the Project DPro Foundation Certification exam as your final exam for the course. If you score 65% or higher, you will also receive a Project DPro Foundation Certificate and automatically receive an A on the final exam. If you do not pass the exam with a 65% or greater you will not receive the certification, and your final grade will be awarded on a distribution curve. On your own, you may pay to retake the exam to try to earn the certificate, but MSU will only pay for the exam one time. You will receive further instructions on how to enroll for the exam and where the exam will be given.

Extra Credit

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

Official Policies

Academic Integrity

With regard to academic honesty, students are referred to the "Student Honor Creed" in the undergraduate catalog. Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. **Please understand that integrity is very important to me. Cutting and pasting text from the internet without citing the source constitutes plagiarism. I use plagiarism software to identify instances of using uncited sources.** My rule of thumb is that if you are using three or more words in a row from a source, it needs to be identified as a direct quote and cited. Copying material from the web and changing every few words also constitutes plagiarism. The same is true for oral assignments. Use your words and your original thoughts, not the words and thoughts of some other source. 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.

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.

Attendance / Participation

As this is an online course, attendance is not taken like in a face to face course, however, participation is critical to your success in this class. Your follow-thru on assignments and service-learning requirements will be critical to your success in the class. This is also why no late assignments will be accepted (see late work policy below). It is your responsibility to stay on top of due dates, check D2L frequently for assignments, lectures, etc., and to adhere to due dates.

Late Work

Assignments are due at the specified time due in the syllabus. Late assignments are a reflection of your professionalism, or lack thereof. By definition professionals are not late with their work. ***At the instructor's discretion***, if the instructor was notified of a possible late submission PRIOR to the assignment being late, the assignment ***may*** be accepted with the following penalties incurred: up to 24 hours late receive a 10% deduction from final grade; 24-48 hours late receive a 25% deduction from final grade and after 48 hours there is a 50% deduction from the final grade. **The instructor is not obligated to accept late work at all.**

“Valid, documented” excused 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). Excuses that are not valid include having deadlines in other classes or at work, having a fight with a significant other, have a bad day, etc.

Communication

I will provide all course content, updates, readings, handouts, and other communication using D2L, email and in face-to-face class meetings. All email communication between students and instructor should occur using MSU email addresses. **Be sure that your email settings are set up so that you receive communications sent via D2L. It is your responsibility to manage your settings.** When emailing me, PLEASE use professional communication etiquette, such as proper salutations (Dear Ms. White), identify yourself by name and which class you are communicating about. (Some of my students are in multiple classes of mine). Also, please use correct punctuation, grammar, and spelling. It is important to get into the habit of using professional communication skills NOW.

Students may also check their grades via D2L. Students will need to log in to D2L regularly to stay current with the class. 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 you're emailing me about.

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](#).

Course Syllabus

This syllabus is a guide for the course and is subject to change. Syllabus changes will be communicated via D2L, via email and/or announced in class. Please print and keep this syllabus as a reference because you are responsible for the assignments and the information contained in the syllabus.

COVID-19 Procedures

Please visit the MSU Texas Coronavirus [webpage](#) for the most up-to-date information about COVID-19 and MSU Texas policies and procedures.

Any student who experiences symptoms of COVID-19 should immediately quarantine, notify their physician, and complete the [COVID-19 Reporting Form for Students](#). Alternately, students may call the Office of Student Affairs at 940-397-4500. A campus contact tracer will follow-up with all reporting students.

Grades

Grades will be entered into the gradebook on D2L. It is the student's responsibility to keep copies of submitted assignments. Technical glitches happen, you will need to hold on to your final copy of any assignment if 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.**

In order to help students keep track of their progress toward course objectives, the instructor will provide a Midterm Progress Report through each student's WebWorld account. At the mid-semester point, the instructor will review each student's average to date. If a student has less than a C average for the class, the mid-term grade will be reported in WebWorld. Midterm grades will not be reported on the students' transcripts; nor will they be calculated in the cumulative GPA. They simply give the student an idea of where they stand at the midpoint of the semester. Students earning below a C at the midway point should schedule a meeting with Ms. White to discuss ways to improve performance.

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.

Zoom Etiquette

If you and I are meeting via Zoom or live stream, my expectations of you are as follows:

1. I expect that you be in the Zoom live stream at the designated start time and I will allow you into the meeting when I am ready to meet.
2. I expect your Zoom video to be turned on at all times during the meeting;
3. I expect that you will be visible in the video at all times and paying attention;
4. I expect that you be proficient at muting and unmuting your microphone, as I expect to interact with you.
5. I expect you to be attired just as you would if you were sitting in the classroom or in the office during live office hours.

Important Dates

Change of schedule or late registration: **January 10-13, 2022.**

Deadline to file for May graduation: **February 14, 2022**

Last Day to drop with a grade of "W": **by 4:00 p.m., March 21, 2022.**

Last Day of classes: **April 29, 2022**

Final examinations begin: **April 30, 2022**

Commencement: **May 7, 2022**

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 1 Jan 10-14 Start Here! Module; Module 1, Nonprofit Overview	Course Introduction; Syllabus; Nonprofit Management as a Career Nonprofit Start-up;	<i>Posted on D2L: Syllabus; Nonprofit Minor Degree Plan; Nonprofit Minor Brochure; Nonprofit Startup Checklist; Video Links</i>	<i>Video Links and PPT: Class Introduction; Nonprofit Management as a Career: Nonprofit Profile Video Links and PPT: Nonprofit Start-up Part 1 Nonprofit Start-Up Part 2</i>	Review all materials in Start Here Module and Module 1, HOMEWORK 1: Submit Syllabus Acknowledgement Form Due by 11:59 pm on Friday, January 14, 2022 via D2L.
Week 2 Jan 15-21 MLK Holiday Jan 17 MODULE 2: Project DPro Introduction	Set-up student account on PM4NGOs.org	<i>Account Set-up. This is a multi-step process, and requires identity verification.</i>	Watch videos: Humentum DPro PMD Pro: Putting it all Together, Project Management Fundamentals	HOMEWORK 2: Submit Student Information & Interest Form. Due by 11:59 pm on Friday, January 21, 2022.
Week 3 Jan 22-28 MODULE 3: Project Identification, Definition	What is Project Management? Structure of Project DPro Guide	Read pages 14-40, Project DPro Guide.	<i>Videos: How to create a Problem Tree? How to write Problem and Solution Trees?</i>	Each student will be assigned to a project management group. HOMEWORK #3: Each student must submit a copy of the team contract that they have signed and initialed Due by 11:59 pm on Friday, January 28, 2022
Week 4 Jan 29-Feb 4 MODULE 3: Project Identification, Definition	Project Identification and Definition. Problem & Objective (Solution) Trees	<i>Read pages 41-75 Project DPro Guide, Project Identification & Definition</i>	Videos: Identifying, analyzing and classifying stakeholders Videos: Project Logical Framework; Humanitarian Logframes	QUIZ #1 Quiz covering pp. 14-74 of the Project DPro Guidebook, videos and materials posted on D2L. Quiz is timed (80 minutes) and available from 12:01 am -11:59 pm on February 4, 2022.
Week 5 Feb 5 -11 MODULE 3: Project Identification, Definition				Group Project #1 Due by 11:59 pm on Friday February 11, 2022
Week 6 Feb 12-18 MODULE 4: Project Setup	Risk and Risk Management	<i>Read pages 77-95 in Project DPro Guide, Project Set-up.</i>	<i>Videos: What is Risk Management? Risk and How to use a Risk Matrix</i>	

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 7 Feb 19-25 Module 4: Project Setup	Governance	Read pages 77-95 in <i>Project DPro Guide, Project Set-up.</i>	Video Links & PPT: Staff and Volunteer Management; Boards & Board Governance;	
Week 8 Feb 26-Mar 4 Module 5: Project Planning	Budget	Read pages 97-129 Project DPro Guide, Project Planning	Video Links & PPT: Budget and Financial Forms	QUIZ #2 Quiz covering pp. 77-129 of the Project DPro Guidebook, videos and materials posted on D2L. Quiz is timed (80 minutes) and available from 12:01 am -11:59 pm on March 4, 2022.
Week 9 Mar 5-11 Module 4: Project Planning				Group Project #2 Due by 11:59 pm on Friday March 11, 2022
Week 10 Mar 12-18 Spring Break				
Week 11 Mar 19-25 Module 5: Project Implementation	Writing an Implementation Plan	Read pages 131-151 Project DPro guide, Project Planning	Video: What is RACI and why is it important? Video: Stakeholder Engagement Strategy Video: Creating a GANTT chart?	HOMEWORK 4: Submit a group evaluation form. EACH students submits an evaluation for of their contribution to the group, and their teammates contribution to the group to date. Due by 11:59 pm on Friday, Mar 25, 2022
Week 12 Mar 26-Apr 1 Module 6: Project Closure DPro Principles	Project Closure	Read pages 152-162 Project DPro Guide, Project Planning	Video: How to close a project?	
Week 13 Apr 2 -8 Module 6: Project Closure DPro Principles	Project DPro Principles	Read pages 165-173 Project DPro Guide, Project Planning		Quiz #3 Quiz covering pp. 131-173 of the Project DPro Guidebook, videos and materials posted on D2L. Quiz is timed (80 minutes) and available from 12:01 am -11:59 pm on Friday, April 8, 2022.
Week 14				

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Apr 9 -15 Holiday Break 14-15				
Week 15 Apr 16-22				Group Project #3 Due by 11:59 pm on Friday April 22, 2022
Week 16 Apr 23-29	Practice Exam – Log into PM4NGOs.org to take practice exam	Review all open book quizzes and Project DPro Guidebook		HOMEWORK #5 Complete practice exam with grade of 75% or higher. You can retake as many times as you need to. Due by 11:59 pm on Friday, April 29, 2022.
Final May 2				FINAL EXAM / PROJECT DPRO CERTIFICATION EXAM