



## **Syllabus: MGMT 3623**

### **Strategic and Human Management of Nonprofit Organizations**

### **Spring Semester 2020**

Instructor: Sonia White, M.S.  
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### **Office Hours**

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 scheduled office hours, do not hesitate to make an appointment to see me at a different time.

Office Hours: Mondays: 2:00 pm to 3:30 pm; Wednesdays: 8:15 am to 9:15 am;  
2:00 pm to 3:30 pm; Tuesdays: 8:15 am to 9:15 am; or by appointment

### **Recommended 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.

### **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.

### **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” by creating a fictional nonprofit;
- Create a written business plan and prospectus for a nonprofit idea;
- Understand and apply best practices, theories and principles of social enterprise and earned income for nonprofits;

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.

## **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 Communication**

### **Class 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.**

### **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.** 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.**

## Course Grade

### Course Activities

Activities	Points
10 Class Assignments 20 pts each	200 pts
ideaMSU business plan submission	150 pts
Presentation of business plan	150 pts
Final written prospectus	150 pts
Attendance and Participation	150 pts
TOTAL	800

### Grading Scale

Actual Points	Letter Grade
Above 716	A
636-715	B
556-635	C
476-555	D
Below 475	F

## Brief Description of Graded Activities

### Attendance and Class Participation

Your participation is essential to your success in this course. Quality participation includes attending class, completing readings and assignments prior to class, asking thoughtful questions to guest speakers, and contributing to class discussions. It is vital that you attend every class that is scheduled. Any absence requires instructor notification in advance. If you are sick or have an emergency in which you cannot give advance notice, please notify me as soon as possible. If you do NOT complete a weekly assignment and/or assigned preparation for class, you will have 10 points subtracted from your attendance and participation grade. If you are absent from class, you will have 10 points deducted from your total attendance and participation grade. If you are not in class and there was preparation and/or an assignment required for class, you will have 20 points deducted from your participation/attendance grade. If you are late to class, or leave class early, you will have up to 10 points deducted from your attendance and participation grade depending on how much of class was missed and how disruptive your tardiness was to rest of class.

### Class/Homework Activities:

Throughout the semester you will be given assignments which are required as an individual grade. Each of these assignments contribute to your overall building and creation of a prospectus and your ideaMSU submission, so you should keep your research and notes while completing these assignments and keep feedback from me when I return the assignments back to you. These assignments will provide content for

your final written prospectus, final presentation, as well as to your i.d.e.a.MSU submission. Assignments are due in D2L. Each drop box folder on D2L for assignments will be open on Wednesday at 12:00 am and closes on Friday at 11:30 pm the week the assignment is due.

### **i.d.e.a. MSU submission**

i.d.e.a.MSU is a competition designed to provide Midwestern State University students with a business idea the opportunity to hone their idea, get valuable advice, and win some money to get started. The contest operates in two steps. During the first step, teams' submit their four-page (maximum) business plan. From those plans the judges pick 6 finalists, who then make an oral presentation to the judges. The judges pick the winners based on the presentations.

Undergraduate and graduate students from all colleges are invited to submit business proposals. Your submission of your business idea to the i.d.e.a.MSU competition is a requirement of the class. You will be required to submit, according to the ideaMSU guidelines. If you are selected as a finalist for i.d.e.a.MSU, you must also present at the EURECA undergraduate conference (TBD). Your submission is worth 150 points.

### **Nonprofit Business Prospectus**

The Nonprofit Business Prospectus will be used to evaluate your individual understanding of key concepts, principles and best practices discussed in lectures, covered in assigned text readings and applied through class assignments. The Nonprofit Business Prospectus should be designed in a way in which it has realistic goals and a plan for reaching the goals. The plan 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 the Prospectus. This will be due by 11:30 pm Wednesday, May 6.

### **Class Presentation**

For the final, each student will create a 5-7 minute presentation which will be presented to the class and based on the Prospectus. The presentation will include a visual, informative, professional presentation making a "pitch" to support and/or finance your nonprofit endeavor. The class presentation will be due, during the designated final day class.

### **Extra Credit**

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

### **Late Work**

No late submission will be accepted.

## **Course Policies**

### **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.**

### **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. It is your responsibility to stay on top of due dates, check D2L frequently for assignments, lectures, etc., and to adhere to due dates.

"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.

### **Late Work**

No late assignments will be accepted. Assignments 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.

## **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 84<sup>th</sup> 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 Dates**

Change of schedule or late registration: **January 21-23, 2020.**

Deadline to file for May graduation: **February 17, 2020.**

Last Day to drop with a grade of "W": **4:00 p.m., March 30, 2020.**

Module	Topics	Reading Assignments	Lectures	Assignments Due
Week 1 January 18 to 24	Course Orientation; Nonprofit Minor	Class syllabus Non-profit minor requirements		Photo release Student information sheet
Week 2 January 24 to 31	Nonprofit Start-Up	See posted articles and documents in D2L Nonprofit Start-Up Folder	"How to Start a Nonprofit"	Class discussion: What are unmet needs in our community?  Handouts: Idea Generation Worksheet (Individual); Evaluating your nonprofit idea  Defining your Need Statement Due 1/31/20 by 11:30 pm in D2L
Week 3 February 1 to 7	Mission, Vision & Impact	See posted articles and documents in D2L Mission, Vision & Impact Folder	Developing your mission, vision and impact statements; Assess current business model	Class presentation of nonprofit idea, 2/5/2020 in class.  Handout: Mission, Vision & Impact exercise; Mission/Vision Comparison  Written Mission, Vision & Impact statement due Friday, 2/7/2020 by 11:30 pm in D2L.
Week 4 February 8 to 14	Social Enterprise and Earned Income	See posted articles and documents in D2L Social Enterprise & Earned Income Folder	Nonprofit Fundraising: How do I get the money?	Class discussion: How can you fund your idea? What type of revenue could your nonprofit idea bring in? Research if there is a similar idea being done anywhere else? Has it been successful?  Class presentation of social enterprise idea/earned income due in class 2/12/2020



Module	Topics	Reading Assignments	Lectures	Assignments Due
Week 5 Feb 15 to 21	Market Analysis	Read posted articles and documents in D2L Market Analysis Folder	Market Analysis	Class discussion: what is competition? What are we competing for? Competitive Landscape assignment due 2/21/20 by 11:30 pm in D2L
Week 6 Feb 22 to 28	Market Analysis  Evaluation & Impact	Read posted articles and documents in D2L Market Analysis Folder  Read posted articles and documents in D2L Evaluation & Impact	Program Design and articulating your program model	Defining your model: What are best practices? Locally, regionally, nationally? What has worked? How do they demonstrate it works (evaluation; data)?  Best Practices due in D2L on 2/28
Week 7 Feb 29 to Mar 6	Board, Staff & Volunteers	Read posted articles and documents in D2L Board Staff & Volunteers Folder	Leadership: Board	Continue defining your model: What is your 3-5 step process for addressing your identified need? Are you differentiating yourself from the competition? Program Model due by 3/6/20 by 11:30 pm in D2L  Class discussion of board roles and responsibilities
Week 8 March 7 to 13	Board, Staff & Volunteers	Read posted articles and documents in D2L Board Staff & Volunteers Folder	Leadership: Staff and Volunteers	Board, Staff & Volunteers roles & responsibilities. Due 3/13/20 by 11:30 pm in D2L.
Week 9 Spring Break March 14 to 20				NO ASSIGNMENTS
Week 10 March 21 to 27	Financials & Risk Management	Read posted articles and documents in D2L Financials & Risk Management Folder	Projected Budgets; Cash Flow statements; Risk Management	Financials due 3/27/2020 by 11:30 pm in D2L

Module	Topics	Reading Assignments	Lectures	Assignments Due
Week 11 Mar 28 to April 3	Evaluation & Impact	Read posted articles and documents in D2L Evaluation & Impact Folder	"SMART Goals and Logic Models" Posted in Module 2	Goals and Strategies due 4/3/2020 by 11:30 pm in D2L
Week 12 April 4 to 10	Evaluation & Impact	Read posted articles and documents in D2L Evaluation & Impact Folder	Creating an evaluation plan: Knowing what to measure and how?	Evaluation Plan due 4/10/2020 by 11:30 pm in D2L
Week 13 April 11 to 17	Idea MSU		Idea MSU	Presentation and discussion on ideaMSU; Work in class on ideaMSU submission packet
Week 14 April 18 to 24				Class presentations of ideaMSU Due date for ideaMSU submission in D2L 4/24 by 11:30 pm;
Week 15 April 25 to May 1	Nonprofit Prospectus	See Prospectus and Presentation folder: examples of nonprofit prospectus; template and guidelines for nonprofit prospectus	Putting it all together: creating your prospectus	Class discussion and preparation: editing assignments for ideaMSU; ideaMSU deadline to Dr. Manley is 4/28/20 Class discussion and preparation for Prospectus.
Week 16 May 2 to 8	Prospectus and Business Plan Presentation			Prospectus due May 6, by 11:30 pm; practice final business presentations in class
Finals	Business Plan Presentation			Final Business Plan Presentation DUE Designated final day and time.