



Dillard College of Business Administration

Syllabus: Business Practices of Nonprofits
BUAD 3603 TR 12:30 – 1:50p Dillard Building 343
Fall Semester 2024

Contact Information

Instructor: Jeff Stambaugh, Associate Professor of Management and Kathy Kabell, CPA
Office: DB 233
Office hours: MW 8:30 am to 11:00 am and by appointment. Zoom Office Hours ID: 576 769 3651 (you will enter the waiting room, and I'll bring you into the video conference)
Office Phone: (940) 397-6343
Cell Phone: (940) 704-8171 (please not after 10 pm unless it's an emergency. Text messages work too)
Zoom Link: Join URL: <https://msutexas-edu.zoom.us/j/91271969141?pwd=bLzSaRXsoi9cglRwKYg44uNWYevcaQ.1>
E-mail: jeff.stambaugh@msutexas.edu and kkabell@mwhpc.com

Course Materials

1. McLaughlin, TA (2016) *Streetsmart Financial Basics for Nonprofit Managers, 4th Edition*. ISBN: 978-1119061151. It costs \$50 new and cheaper used versions are available too.
2. FMD Pro Guide (Downloaded from D2L)
3. A PC/laptop/tablet with webcam capability (Chromebooks won't work due to insufficient computing power).

Additional readings may be posted to D2L

Course Description

Overview of the practical operation of nonprofit organizations. Introduction of nonprofit organization operational topics such as legal and regulatory issues for nonprofit formation, budgeting, cash management, internal controls, use of financial statements, use of information technology resources, and requirements for governmental reporting.

Course Prerequisite(s)

Consent of Advisor.

Learning Goals

I. General Learning Goals:

- Our students will be effective at problem-solving and decision-making. Students practice problem-solving and decision-making skills during in-class discussions and assigned projects. Assessment occurs during the assigned projects
- Our students will be able to demonstrate competency in speaking for common business scenarios. Students practice their oral presentation skills in the project presentation. The student's ability to speak clearly to an audience will be included in the score for these exercises.
- Our students will be effective team members. Students may work in teams during the budgeting project. Instructor observation, project evaluation, and peer evaluation of team members are used to assess these abilities.

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

Course Specific Learning Goals: After completing this course, students should be able to:

- Recognize the interrelated roles of accounting, finance, marketing, management, and information systems in business success.
- Understand and apply models related to business performance.
- Understand the decisions and trade-offs that top managers are faced with when running and setting the future directions for the firm.
- Develop the ability to think strategically.

Course Policies

Attendance Policy: Regular attendance is expected and graded. Attending electronically via Zoom counts equally to physical attendance in the classroom. Students with five or more absences may be dropped from the course. Participation in class discussion is graded, so reading the assigned material and completing assignments prior to coming to class is also expected. See the university catalog for the University Class Attendance Policy.

Other Related Policies

Missed Examination Policy: Only students with authorized absences (see University Class Attendance Policy) may make up missed examinations. Because students complete examinations online outside the normal class period, missed examinations should be rare. As a professional courtesy, please notify me prior to the exam of the absence if possible.

Grading and Evaluation:

Quizzes: The course has six quizzes consisting of true/false, multiple choice, and short answer questions. Students complete quizzes before 12 pm (noon) on the due date listed in the syllabus. Access the quizzes through D2L, and the quizzes are open for 24 hours. The quizzes use a remote proctoring service called Respondus Monitor. If I learn of students sharing the quiz contents in any way, that's a breach of academic integrity on all parties' part. Please don't do that, as I don't want to give everyone involved a 0 for the quiz (and potentially an F for the course). For **ALL** quizzes, students may use an 8.5 x 11-inch "cheat sheet" that has notes on one side only. Students may not cooperate in preparing their cheat sheets. The lowest quiz score is dropped (e.g. only five quiz scores count toward your grade).

Current Events Talk: Each student presents a short talk relating a current event in the nonprofit world to a course concept we've recently studied. More specific guidance is contained in D2L.

Homework Assignment On Cash Management: For grading, substantial credit is given for making a good effort on the homework versus getting an exact correct answer. More specific guidance is contained in D2L.

Reflections Paper: We'll have several guest speakers during the semester. This paper is your opportunity to analyze what you've learned from them. More specific guidance is contained in D2L.

Budgeting Project: This course's largest assignment is a project where you'll develop a proposed budget for a new nonprofit. Students may complete this assignment in teams, with two being the maximum team size. Students may complete the assignment solo if they wish. There is both a written report required and an oral presentation. More specific guidance is contained in D2L.

Budget Monitoring Report Project: This assignment challenges you to compile and analyze a budget monitoring report. It is more work than the homework assignment but less than the Budgeting Project.

FMD Pro Certification: The course uses free materials developed by the FMD Pro organization, which promotes financial management skills for professionals working in the nonprofit sector. The course “final exam” is a certification exam developed by that organization. Students who pass the exam will be richly rewarded, with non-passing scores receiving proportionally less credit. Previous students have done well on the certification exam!

Participation: This class should be highly participatory, so I intend that every student earn maximum credit for participation! You can’t participate if you aren’t present in class, so it is very important that you attend each class. If you are late, leave early, or fail to participate, expect a one-point penalty for each incident. The first time you miss a class (excludes the first day of class), you receive a two-point penalty. The penalty increases by two points with each additional absence (up to a maximum of 16 points per absence). Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for the days they are missing.

Table 1: Points allocated to each assignment

Element	Points
Quizzes (6@50 pts – drop lowest score)	250
Current Events Talk	50
Cash Flow Homework	50
Reflections Paper	50
Budgeting Project	300
BMR Project	100
FMD Pro Exam	100
Participation	100
Total Points	1000

Table 2: Grading System

Grade	Points
A	900 or greater
B	800 to 899
C	700 to 799
D	600 to 699
F	599

In order to help students keep track of their progress toward course objectives, the instructor for this class will provide a Midterm Progress Report. Midterm grades will not be reported on the students’ transcript, nor will they be calculated in the cumulative GPA. They simply give students 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 Dr. Stambaugh to discuss ways to improve their performance.

Semester grades are reported through normal University channels with no exceptions.

Course Content and Outline:

1. Starting a nonprofit
 - A. Incorporation
 - B. Mission
2. Basic Financial Principles
 - A. Understanding financial statements and ratios.
 - B. Cash management
3. Budgeting

4. Internal Controls
5. Other Key Issues
 - A. Profit Management
 - B. Human resources

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 and setting off the “pasted text” in a form that identifies it appropriately constitutes plagiarism.** 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 source.

Use of Artificial Intelligence (AI) Tools:

You are allowed to use AI tools on select assignments in the course. Of course, no AI tools are allowed for the quizzes. Use of Grammarly (or similar MSFT Word tools) is allowed (and expected!) on all written assignments. Generative AI tools such as ChatGPT are allowed for the Budgeting Project. More details on the allowable usage are in the specific assignment description in D2L. Using AI tools outside of these guidelines constitutes a violation of academic integrity and will be handled accordingly.

Americans with Disabilities Act:

If a student has an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, that student should please contact me as soon as possible (not later than the sixth class meeting). 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.

Syllabus Change Policy:

This syllabus is a guide for the course—not a “contract”—and is subject to change. Syllabus changes are communicated via D2L and/or in class. I’ll provide at least 48 hours’ notice before the relevant change takes place if possible.

Additional Information:

Written Assignments: All written assignments are to be **single-spaced**, have one-inch margins, use an 11 or 12-point font (the specific font must present a business appearance and be similar in “size” to Times New Roman or Arial), and be uploaded to D2L in a **MS Word or PDF file format** (not Pages!).

Assignments: Assignments are due at the specified due date/time. Assignments received up to 24 hours after the due time receive a 10% deduction. There is a 25% deduction up to 48 hours late. After 48 hours, there is up to a 50% deduction. By definition, however, professionals are not late with their work.

Words of Wisdom / General Policies: Perhaps the most important thing you can understand about us is that we are deeply interested in your success, both in the course and beyond. We are convinced this course can set the stage for your future success. Therefore, we significantly invest in this course and hope you’ll do the same. Just as in the “real world,” we try to run the course in a positive yet professional and business-like manner. Here are some key points for professional behavior:

- We are committed to fostering a learning environment where all students feel respected, supported, and empowered to achieve their fullest potential. We expect all students to treat their classmates similarly.
- The assignments you hand in should reflect your professionalism.

- Class time is like a business meeting:
 - Be on time!
 - Laptops and smartphones are for course use during class—not surfing, emailing, texting, or networking. Incidentally, studies show note-taking by computer is not as effective as note-taking by hand.
- We can be very flexible and accommodating when you raise an issue with us before a class or due date. Notifications after the fact are usually (not always) indicative of unprofessionalism.
- Integrity is the bedrock for successful business relationships. True in the course, too!

Professionalism:

The faculty, staff, and students of the Dillard College of Business Administration are committed to being a “professional” in our words, conduct, and actions. The qualities of a professional include:

- A commitment to the development of specialized knowledge
- Competency in analytical, oral and written communication skills
- Self-discipline
- Reliability
- Honesty and integrity
- Trustworthiness
- Timeliness
- Accountability for words and actions
- Respect for others and other cultures
- Politeness and good manners
- A professional image (professionals look professional)
- An awareness of their environment and adaptability to different settings
- Confidence without arrogance
- A commitment to giving back to your community

COVID/Illness Policies

If you are feeling ill with COVID-like symptoms (no matter how minor) or some other contagious illness, please do not attend the physical classroom session. Instead, attend class via the Zoom live stream. We plan to livestream every class session, so while you should notify us, if feasible, about any absence in advance as a professional courtesy, the live stream should be available even without advance coordination.

Course Flow

Please keep this syllabus as a reference! Students are responsible for all information contained in the syllabus and for any changes to the syllabus, which are announced in class or on D2L. We typically adhere closely to the original syllabus in my classes.

Course Schedule

Table 3: The below table has the class date, major topic and activity for each date, the associated readings, as well as the assigned projects and quizzes

Date	Major Topic or Activity	Reading	Due
8/27	Welcome and course intro		
8/29	What does it take to set up a nonprofit?	Ch 1	
9/3	Be clear about why a nonprofit exists – Mission	Ch 2; FP 1	
9/5	How to talk with your accountant	Ch 3 & 4	
9/10	Financial Management	FP 2	
9/12	More on Financial Statements (ICE)	Ch 5 & 10	Q1
9/17	Cash Management – how much does it cost?	Ch 8 & 9	
9/19	Cash Management—why cash is king!	Ch 11	
9/24	Cash Management—capital (ICE)	Ch 12	
9/26	More on Accounting Records	FP3	
10/1	Talk to the IRS And the world—the 990		Q2
10/3	Using all those financial numbers	Ch 6	
10/8	Using all those financial numbers--II		Cash Flow Project
10/10	Panel Discussion – real, live nonprofit CFOs		
10/15	Budgeting—taming the beast!	Ch 13-15	Q3
10/17	Budgeting—knowing what you are spending toward	Ch 16 & 17	
10/22	Budgeting—building a plan	FP 4	
10/24	Budgeting—making a profit & wrapping it up	Ch 18	
10/29	Budgeting—(ICE)		Q4
10/31	How not to lose control	Ch 22 & 23	
11/5	How not to lose control II (ICE)	FP 6	
11/7	Tales of people who did lose control		Q5
11/12	Budgeting Presentations		Budgeting Project
11/14	Financial Monitoring	FP 5	
11/19	Financial Monitoring (ICE) plus Management Controls		
11/21	Panel Discussion – real, live nonprofit EDs/CEOs		
11/26	How to raise money—the basics	Ch 19 & 25	BMR Project
12/3	The business side of having employees	D2L	Reflections Paper
12/5	FMD Pro Review Session		Q6
12/12	FMD Pro Cert Exam (10:30 am – 12:30 pm)		

Q=Quiz

D2L=Reading posted to D2L