



## **Dillard College of Business Administration**

### **MGMT 3623 - Strategic and Human Management of Nonprofit Organizations**

Monday and Wednesday 12:30 pm to 1:50 pm

Spring 2019 Semester Course Syllabus

Course Dates: January 12 to May 3, 2019  
Credit Hours: 3  
Instructor: Sonia White, M.S.  
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**Office Hours/Hours of Availability:** Mondays and Wednesdays: 8:00 am to 9:15 am and 2:00 pm to 4:30 pm; Tuesdays and Thursdays: 8:00 am to 9:15 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.

### **Required Material**

Worth, M.J. (2018). *Nonprofit Management: Principles and Practice*. (5th ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-5063-9686-6 (paperback).

Collins, J. (2005). *Good to Great and the Social Sectors*. ISBN-13: 978-0-9773264-0-2 (paperback).

Wolk, A., Dhotakia, A., Kreitz, K. (2009). *Building a Performance Measurement System using Data to Accelerate Social Impact*. Cambridge MA: Root Cause. ISBN: 978-0-615-31022-0 (paperback).

Wolk, A., Kreitz, K. (2008). *Business Planning for Enduring Social Impact*. Cambridge MA: Root Cause. ISBN: 978-0-615-18284-1 (paperback).

Additional readings and materials are posted to D2L.

### **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.

## **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. 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 through exams.

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 completion of this course, students should:

1. Recognize the interrelated roles that governance, strategic planning, volunteer/staff recruitment and retention, executive leadership, budgeting, finance, marketing, and advocacy play in non-profit impact and success.
2. Understand the decisions and trade-offs of teamwork and compromise that boards, executive leadership and stakeholders are faced with when running a non-profit.
3. Recognize, understand, and be able to use the terminology used by non-profit professionals in the nonprofit sector.
4. Identify key concepts and theories that are unique to the nonprofit sector and recognizing the distinctiveness of the nonprofit sector.
5. Analyzing and developing expertise in various aspects of nonprofit management, including stakeholder engagement, goal setting, personnel/volunteer management, resource development, policy advocacy, etc.
6. Discussing and thinking critically about the key functions of the nonprofit sector, including service delivery, civic engagement and policy advocacy.

## **Course Communication**

### **Class Communication**

I will provide course updates, readings, handouts, examination reviews, 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.

### Assignment Submissions

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**. 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 Grades

### Grading Criteria

Grades will be determined by scores in the following areas:

Activities	Percentage	Points
Professionalism	10%	100
Exams (3) Multiple Choice	30%	300
Group Class Work w/peer evaluation 10 @ 20 pts each	20%	200
Written nonprofit portfolio proposal w/peer evaluation	20%	200
Oral Portfolio presentation (PowerPoint; Prezi, etc.) w/peer evaluation	20%	200
<b>TOTAL</b>	<b>100%</b>	<b>1000</b>

### Grading Scale

The following scale is used in determining the final grades.

<u>Percentage</u>	<u>Letter Grade</u>
900 or more	A
800-899	B
700-799	C
600-699	D
500-599	F

## **Professionalism**

Your professionalism grade includes three areas: your attendance, your professional attitude in class, and your professional demeanor with guest speakers. Your attendance grade is calculated as described in the Course Policies section later in the syllabus. Your professional attitude in class will be dependent on your being on time and prepared for class and being an active in-class participant. Activities like sleeping in class, texting in class, or being disruptive in class are possible reasons for deductions in this area. We will have a number of guest speakers throughout the semester. I expect you to be prepared, engaged, and respectful during these meetings. Being prepared may involve having questions for the speaker or doing some research on the speaker or their topic in advance. I will provide you with any information on such requirements prior to the speaker's presentation. Being engaged means no sleeping, no texting, and no disruptive behaviors during their presentation. Being respectful means asking appropriate questions and interacting in a professional way (shaking their hand, addressing them by their preferred name, etc.).

## **Exams**

Exams are multiple choice and are completed through D2L. They will be open-book, open-note; you do not need a proctor or any special software to take the exams. I do recommend, however, that you study for these exams as you would an in-class exam because they will have a time limit. Each exam will have 50 questions that are 2 points each. You will have 75 minutes to complete each exam. This only gives you about 1.5 minutes per each question, which is unlikely to be enough time to look up the answer to every single question. D2L will grade the exam automatically, so you will know your grade for the exam as soon as you submit it. Be sure to give yourself enough time to complete the exam prior to the due date. Once the due date has passed, the exam will close and only the portion you completed prior to the due date will be graded.

## **Peer Evaluations**

Your ability to contribute as a productive team member is important to your success in this class. At 4 points in the semester (indicated by the performance evaluation due dates in the calendar on the last page of the syllabus), you will evaluate your team members and they will evaluate you. The feedback you provide should be constructive: don't say "this person just sits there"; instead say "I would like to hear this person's opinions and thoughts more often, I think they have more to contribute that would be valuable".

My goal for the peer and performance evaluations is to make a stronger connection between team member performance and contribution and their grade. A good team member who shows improved performance over time and exhibits the ability to take and apply constructive criticism will get a good grade for the peer evaluations. A team member with so-so performance that makes no apparent effort to improve their performance or apply constructive criticism will not do as well. See the table below.

Letter Grade	Corresponding Behavior
A	Team member shows consistent effort and makes valuable contributions. They apply constructive criticism and make improvements where needed throughout the semester.
B	Team member shows mostly consistent effort and makes generally valuable contributions. They might occasionally struggle to make improvements where needed, but by the end of the semester have overcome any challenges.
C	Team member shows generally acceptable effort and makes so-so contributions. They don't appear to improve their performance or apply constructive criticism; their performance at the end of the semester is essentially the same as at the beginning of the semester.
D	Team member has gaps in effort and contribution. They might miss some deadlines or team meetings. They don't respond to feedback or make only minor changes at the last minute.
F	Team member consistently lacks effort and contribution. They miss deadlines, meetings, and class. They don't respond to feedback or apply constructive criticism.

### Group Class Work

Throughout the semester, students will be working in **teams of three** on a simulation to create a nonprofit organization. As a group, the team will work in class to create 10 unique sections of the portfolio proposal and receive group class work grades on each section (20 points each) which will include peer evaluation. The instructor will provide description of topics and discussion questions to consider. Groups will be given in-class time to work on class work, but should use outside time if necessary to complete.

### Group Written Portfolio Proposal

The group will take instructor feedback, class feedback to create a written **group portfolio proposal** that includes all the components created throughout the semester in a professional proposal, which should include a cover page, table of contents, headings, applicable graphs and charts, etc. This should represent a professional written proposal which could be used as a handout to funders, prospective board members, stakeholders, etc. This written presentation will also require that each group member submit a peer evaluation evaluating each team member's contribution. The written portfolio proposal is worth 200 points.

### Group Oral Portfolio Presentation

From the completed written Portfolio proposal, the team will create a 7-10 minute oral presentation. The team should work collaboratively and all take part in the actual presentation. The presentation should use a PowerPoint, Prezi or similar platform and be professional. This will be a presentation which would be shared with stakeholders, potential board members and/or potential funders. This oral presentation will also require that each group member submit a peer evaluation evaluating each team member's contribution. The oral portfolio presentation is worth 200 points. Presentations will be presented during scheduled final exam day.

## **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 and 2 points will be deducted for each absence from your Professionalism grade. Attendance issues will also likely result in deductions from your peers in the scheduled peer evaluations.

"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. Not being aware of an assignment, quiz, or exam due date is also not a valid excuse. Refer to the last page of the syllabus and D2L for these very important dates.

### **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 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 14-16, 2019.

**Deadline to file for May graduation:** February 18, 2019.

**Last Day to drop with a grade of "W":** 4:00 p.m., March 25, 2019.

<b>Week</b>	<b>DATE</b>	<b>Activity</b>	<b>Reading Assignment/ Assignments due</b>
1	January 14, 2019	Syllabus and Introduction to class	No reading assignment
1	January 16, 2019	Lecture; Assign Groups; Group Activity	<b>Read:</b> Good to Great and the Social Sector, pp 1 to 35; G2G Group Discussion exercise
2	January 21, 2019	No lecture-Holiday	No reading assignment
2	January 23, 2019	Lecture; Group Activity	<b>Read:</b> Business Planning for Enduring Social Impact, pp 1 to 55. Group Activity: Nonprofit Organization Idea due
3	January 28, 2019	Lecture	<b>Read:</b> Worth, Chapter 4;
3	January 30, 2019	Lecture; Group Activity	Group Activity: Stakeholder engagement Planning; Peer Evaluation #1 due:
4	February 4, 2019	Guest Speaker	
4	February 6, 2019	Lecture; Group Activity	Group Activity: Mission and Vision Statements
5	February 11, 2019	Lecture	<b>Read:</b> Worth, Chapter 5:
5	February 13, 2019	Lecture; Group Activity	Group Activity: Board Composition Plan; Exam #1 due by 11:59 pm in D2L— Chapters 4, 5; Good to Great; Business Planning for Enduring Social Impact
6	February 18, 2019	Lecture	<b>Read:</b> Worth, Chapter 6
6	February 20, 2019	Lecture; Group Activity	<b>Read</b> Building a Performance Measure System, pp 1-59; Group Activity: Organizational Goals/Performance Measurement
7	February 25, 2019	Guest Speaker	



<b>Week</b>	<b>DATE</b>	<b>Activity</b>	<b>Reading Assignment/ Assignments due</b>
7	February 27, 2019	Lecture; Group Activity	Peer Evaluation #2 due: Group Activity: Financial Management planning
8	March 4, 2019	Lecture	<b>Read:</b> Worth, Chapter 7
8	March 6, 2019	Lecture; Group Activity	Group Activity: Fundraising Planning
9	March 11, 2019	Lecture	<b>Read:</b> Worth, Chapter 9
9	March 13, 2019	Lecture; Group Activity	Group Activity: Organizational Chart; Staffing
	March 18-22, 2019	No class – Spring Break	
10	March 25, 2019	Guest Speaker	
10	March 27, 2019	Lecture; Group Activity	Exam #2 due by 11:59 pm on D2L; Chapters 6,7 and 9; Building a Performance Measurement System. Group Activity: Volunteers and Volunteer Management
11	April 1, 2019	Guest Speaker	<b>Read:</b> Worth, Chapter 10
11	April 3, 2019	Lecture; Group Activity	Peer Evaluation #3 due; Group Activity: Marketing and Outreach/Social Media Planning
12	April 8, 2019	Guest Speaker	<b>Read:</b> Worth, Chapter 11
12	April 10, 2019	Lecture; Group Activity	Work Day: Policy and Advocacy Planning
13	April 15, 2019	Lecture	Portfolio Development and Final Portfolio Presentation description
13	April 17, 2019	Group Activity	Group Activity: Portfolio Development and Portfolio Presentation
14	April 22, 2019	Group Activity	Group Activity: Portfolio Development and Portfolio Presentation
14	April 24, 2019	Guest Speaker	

<b>Week</b>	<b>DATE</b>	<b>Activity</b>	<b>Reading Assignment/ Assignments due</b>
15	April 29, 2019	Group Activity	Exam #3 due by 11:59 pm on D2L—Chapters 10, 11; Building a Performance Measurement System; Business Planning for Enduring Social Impact Group Activity
15	May 1, 2019	Group Activity	Peer Evaluation #4 due: Portfolio package due
	May 6, 2019 8:00 am to 10:00 am	Portfolio Presentations	Portfolio Presentations due in class