



Syllabus: MGMT 3623
Strategic and Human Management of Nonprofit
Organizations
Online
Spring Semester 2021

Instructor: Sonia White, M.S.
Office: Dillard 227
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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 are available virtually through the Zoom platform.

Zoom Link for Office Hours: [Virtual Office Hour Link](#)

Zoom Link Meeting ID: 963 8303 8725

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).

Additional readings and materials may be posted to D2L.

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 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.

1. Identify and describe best practices of nonprofit strategic planning, business planning, human resource management and evaluation methods;
2. Analyze, evaluate and interpret theories and processes and then apply them to a simulated “real-world scenario/situation” by creating a fictional nonprofit;
3. Create a written business plan and prospectus for a nonprofit idea;
4. 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. 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.**

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.**

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.**

Course Grade

Activities	Points
13 Class Assignments 20 pts each	260 pts
Written business plan	200 pts
FINAL -- Presentation of business plan	150 pts
TOTAL	610 pts

Actual Points	Letter Grade
Above 546	A
485-545.9	B
424-484.9	C
363-423.9	D
Below 362.9	F

Brief Description of Graded Activities

Weekly Homework Activities:

Weekly Homework Activities will be assigned 13 times to assess students' comprehension of lectures, reading assignments, assigned videos covered in the course. 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 Wednesday at 12:00 am and closes on Friday at 11:30 pm. Each homework assignment is worth 20 points.

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 the final business plan. Each activity is assessed and reported back to the student. The assignments will contain comments and recommendations that the student may want to incorporate into the Nonprofit Business Plan. You should keep your research and notes while completing these assignments and keep feedback from me when I return the assignments back to you. Again, these COMPLETED assignments will provide content for your final written business plan and final presentation.

Nonprofit Strategic Business Plan

The Nonprofit Strategic Business Plan 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 Plan 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 Business Plan. See the class calendar for deadline for submission.

Business Plan Pitch

For the final, each student will create a 5-7minute presentation which will be presented to the class instructor and based on the Business Plan. 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 examination day. The PowerPoint presentation should include the student presenter presenting the information, I should be able to hear and see the presenter, along with the presentation. This presentation should be similar in format to the lecture presentation posted for this course.

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.

Students must wear face masks while in the Dillard Building. Students are responsible for sanitizing their individual work areas with products made available in the classrooms. Students must maintain at least 6 feet of social distancing at all times in the classroom. When instructor or student is presenting, they may remove face mask, as long as they maintain at least 10 feet distance.

If you have concerns about being in a classroom, are unable or unwilling to attend face-to-face classes because of concerns about COVID-19, you have the option of applying for a formal COVID-19 adjustment or accommodation based on your individual health concerns or situation. Any student requesting accommodations should contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center to document and coordinate accommodations.

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 simple 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

Due to the circumstances of the COVID-19 pandemic, the instructor will make office hours available virtually.

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 11-13, 2021.**

Deadline to file for May graduation: **February 15, 2021.**

Last Day to drop with a grade of "W": **4:00 p.m., April 23, 2021.**

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 1 Start Here! Module; Module 1, Nonprofit Overview	Course Introduction; Syllabus; Nonprofit Management as a Career	Posted on D2L: Syllabus; <i>Nonprofit Profile Sheet</i> ; <i>Nonprofit Minor Degree Plan</i> ; <i>Nonprofit Minor Brochure</i> <i>Nonprofit Profile Sheet</i>	Video Links and PPT: Class Introduction; <i>Nonprofit Management as a Career</i> ; <i>Nonprofit Profile</i> ;	Review all materials in Start Here Module and Module 1,
Week 2 Module 1, Nonprofit Overview	Nonprofit Start-up; Defining the Need	Posted on D2L: Nonprofit Startup Checklist; Video Links	Video Links and PPT: Nonprofit Start-up Part 1 Nonprofit Start-Up Part 2	Complete Homework #1: Defining the Need due by 11:30pm on Friday, 1/22/2021
Week 3 Module 2, Identifying & Addressing the Need	Business Planning for Nonprofits; Identifying and Addressing the Need	<i>Textbook: P. 45, Business Planning for a New Venture</i> ; <i>Preface and Chapter 1</i> ; Posted on D2L: <i>Nonprofit Prospectus Examples</i>	Video Link and PPT: Turning Problems into Social Change Review Prospectus Examples	Complete Homework #2 – Need for Change and Opportunity for Change due by 11:30 pm Friday, 1/29/2021
Week 4 Module 2, Identifying & Addressing the Need	Mission, Vision and Need Statement	Posted on D2L: Mission vs. Vision Comparison; <i>Textbook: Chapter 2: Getting Started: Designing and Launching your Process</i>	No new lecture video or PowerPoint presentation Review Mission vs. Vision Comparison Worksheet	Complete Homework #3 – Mission, Vision & Need Statement due by 11:30 pm Friday, 2/5/2021
Week 5 Module 2, Identifying & Addressing the Need	SMART Goals, Goal Setting and Logic Models	Posted on D2L: <i>SMART Goals Worksheet</i> ; <i>Logic Model Template</i> ; <i>Logic Model Sample</i>	Video Links and PPT: SMART Goals and Goal Setting; Logic Models Review Logic Model Samples, Logic Model Template, SMART Goal Worksheet	Complete Homework #4 – Goal Setting and Logic Model due by 11:30 pm Friday 2/12/2021
Week 6 Module 3, Market Research	Identifying Best Practices	<i>Textbook: Chapter 4: Researching Your Market</i> Posted on D2L: Who is Your Greatest Competition? By Suzanne Smith	PowerPoint and Word Document with Video Links: <i>Best Practices Research and Samples</i>	Complete Homework #5: Identifying Best Practices due by 11:30 pm Friday, 2/19/2021

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 7 Module 3, Market Research	Competitive Research	<i>Textbook:</i> Chapter 4 Researching Your Market <i>Posted on D2L:</i> Who is Your Greatest Competition? By Suzanne Smith	Video Link and PPT: Market and Competitive Analysis	Complete Homework #6: Competitive Analysis due by 11:30 pm Friday, 2/26/2021
Week 8 Module 4, Program Design and Operations	Program Model Design	<i>Textbook:</i> Chapter 5: Developing Your Plan <i>Posted on D2L:</i> Prospectus examples	Video Link and PPT: Program Model Design	Complete Homework #7: Program Model Design due 11:30 pm Friday, 3/5/2021
Week 9 Module 4 Program Design and Operations	Governance and Management	<i>Textbook:</i> Chapter 5: Developing Your Plan	Video Link and PPT: Staff and Volunteer Management; Boards and Board Governance	Complete Homework #8: Governance and Management due 11:30 pm Friday, 3/12/2021
Week 10 Module 4, Program Design and Operations	Measurement and Evaluation	<i>Textbook:</i> Chapter 3: Assessing your current Business Model; Chapter 5 Developing Your Plan <i>Posted on D2L:</i> Self-Sufficiency Measurement; Impact Measures 2 of 4; Impact Measures 3 of 4 by Suzanne Smith	Review previous lectures on SMART Goals and Logic Models. Read posted articles on Impact Measurement and Measuring Self Sufficiency	Complete Homework #9: Measurement and Evaluation due by 11:30 pm Friday, 3/19/2021
Week 11 Module 5, Fundraising and Development	Fundraising and Development Social Enterprise	<i>Posted on D2L:</i> Step By Step Social Enterprise and Social Enterprise Brief	Video Links and PPT: Resource Development and Healthy Fundraising Video Links	Complete Homework #10: Fundraising and Earned Income due by 11:30 pm Friday, 3/26/2021
Week 12 Module 6 Finances	Financials Financial Drivers and Assumptions	<i>Textbook:</i> Chapter 6: Projecting the Future with Busines Plan Financials	Video Links: Business Plan Financials: Multi-year budget; Business Plan Financials: Cash Flow Worksheet	No Homework due this week.
Week 13 Module 6 Finances	Financials Multi-year budget and Cash Flow	<i>Textbook:</i> Chapter 6: Projecting the Future with Busines Plan Financials	Video Links: Business Plan Financials: Multi-year budget; Business Plan	Complete Homework #11 & 12: Financial Projections (two parts worth 20 points each) due by 4/9/2021

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
			Financials: Cash Flow Worksheet	
Week 14 Module 7, Marketing and Promotion	Marketing and Promotion	Textbook: Chapter 5: Developing your Plan	Marketing and Promotion Activity in Module 7, Marketing and Promotion.	Complete Homework #13: Marketing and Promotion Due by 11:30 pm on 4/16/2021
Week 15 Module 7, The Strategic Business Plan	Putting it all together: The Business Plan	<i>Textbook:</i> Chapter 7: Pulling it all together <i>Posted on D2L:</i> Business plan template and guidelines	Posted on D2L: Final Business Plan Guidelines; Presentation Instructions and Guidelines; Presentation Rubric; Writing Rubric	Written Business Plan Due Video Presentation Due Due by 11:30 pm on 4/23/2021