

## NONPROFIT ORGANIZATIONS AND MANAGEMENT

PA 3500-850, 3 credit hours  
Summer 2019

**Instructor:** Ming Xie (*She / Her / Hers*)

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*NOTE:* I will respond to messages within 24 hours, excluding weekends, holidays, and breaks.

**Office Hours:** Tuesday/Thursday 10:00am-12:00pm and by appointment

**School of Public Administration**

**Main Office:** CPACS 111

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### COURSE INFORMATION

#### Description

Welcome to Nonprofit Organizations & Management for the summer 2019 semester. This course is designed for undergraduate students who are interested in gaining a better understanding of nonprofit organizations and nonprofit management. This course aims to provide a critical perspective on nonprofit and voluntary organization management and leadership. Along with the basic knowledge and concepts such as governance, planning, evaluation, volunteer, and financial management, this course encourages students to think and act differently about nonprofit and voluntary organization management as current or future leaders in the field and as engaged and active citizens in society.

#### Rationale

Nonprofit organizations are an important component of American society. Understanding the concepts and functions of nonprofit organizations and nonprofit management provides a unique perspective for understanding society. The content of this course illuminates nonprofit and leadership perspectives that are valuable to students in their university careers and in their professional and personal lives. The course should be especially valuable for students with any interest in nonprofit organizations and management, administrative oversight, and leadership development. There are no prerequisites, or particular knowledge required to take this course, though you are expected to think critically about the material covered. After learning in this course, students should have a holistic view of the nonprofit organizations in society. Also, students should be able to identify and analyze the current issues in practice by applying critical theory to very practical application.

#### Course Objectives

The objectives of this course are to:

- Introduce basic concepts related to nonprofit organizations, their governance, organizational structure, leadership and management, and to understand nonprofit organizations and their environment
- Introduce the historical, cultural, and social context of nonprofit development in the U.S
- Inspire students to think about the role and function of nonprofit organizations in society
- Provide knowledge of related theories that influence nonprofit development and connect these theories with the practice of nonprofit management and governance
- Provide the knowledge that students can apply for their future research and career development
- Explain the nature and challenges of the relationships between nonprofit and public organizations and apply principles of management and organizational behavior to the challenges and opportunities presented by these relationships

### **Social Sciences Student Learning Outcomes**

Successful students shall be able to do the following:

- demonstrate an understanding of the diversity of interactions between human motivations, institutional forces, and/or social behavior;
- use critical thinking and reasoning skills to analyze theories, perspectives, and/or concepts relative to the discipline(s) studied;
- identify multiple methods and modes of inquiry and their appropriate application; and
- communicate ideas and explain concepts and analyses using the language of the discipline(s).

### **REQUIRED TEXTS / SUPPLEMENTAL MATERIALS**

Required Texts:

Anheier, H. K. (2014). *Nonprofit organizations: Theory, management, policy* (2<sup>nd</sup> ed.). Routledge. ISBN: 978-0-41555047-5

Eikenberry, A. M., Mirabella, R.M., and Sandberg, B. (Eds.). (2018). *Reframing nonprofit organizations: Democracy, inclusion, and social change*. Irvine, CA: Melvin & Leigh. ISBN: 978-0-99923596-6

Additional materials will be posted in the Modules folder on Canvas. Students are responsible for reading and knowing the information found in the Modules folder. It is students' obligation to make sure they have identified and obtained the required readings by checking the Course Schedule and the Modules folder for the corresponding week.

**Note:** Students are expected to demonstrate the knowledge gained from the additional reading materials through Discussion posts and assignments.

### **COURSE INSTRUCTIONAL METHODS**

This course will be delivered entirely through Canvas. All course materials and grade postings will be done through Canvas. All assignments (discussions and papers) will be submitted via Canvas. Help can be found via the HELP link in Canvas.

### **Technical Support**

Technical support for common university systems, including Canvas and email, is available from Information Technology Services Technical Support located in 104 Eppley Administration Building. The help desk may also be contacted via email to [unohelpdesk@unomaha.edu](mailto:unohelpdesk@unomaha.edu) or via phone at 402-554-4357.

If you experience difficulty using this course management system, contact the UNO technical support center at 402.554.HELP (4357). It is the responsibility of students to have Internet access, to ensure that the instructor has your current UNO e-mail address, and to check Canvas frequently for messages.

### **Preferred Name & Preferred Gender Pronouns**

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records.

### **Expectations of Students**

1. Students are required to have a working UNO email address, check UNO email regularly, and use the UNO email to communicate with the instructor and classmates
2. This is an online class, students are expected to log in to Canvas regularly to check announcements
3. Students are expected to read the syllabus carefully and understand the requirements of the course and each assignment. Students should ask questions if they don't understand requirements
4. Students are expected to complete all readings and all assignments on-time
5. Students are expected to engage in the online discussion on Canvas actively in relation to weekly readings and assignments
6. Students are expected to notify the instructor in advance when unable to participate or meet a project deadline. The instructor reserves discretion to determine if a student's reason for missing an assignment deadline is valid
7. It is the student's responsibility to communicate if there are any issues/needs that should be addressed
8. All comments on Canvas' Discussion forums must be responded to within the timeframe assigned and must be submitted on time with each student's best efforts. Late posts or late responses on Canvas will not be considered for points
9. Etiquette for this online course is the same as it would be in a classroom setting: While you can disagree with others (something of which is an important component in online discussions), please be respectful and avoid making comments or disagreements personal and/or questionable in tone/intent

### **Expectations of the Instructor**

1. I will respond to your email within 24 hours if sent Monday through Friday, and within 48 hours if sent on Saturday and Sunday.



2. Assignments will be graded and posted (with comments about any grade deductions) in Canvas within approximately one week, unless otherwise notified
3. All Discussion posts will be read and graded; however, not all individual posts will get a direct response from me
4. For each week, PowerPoint slides will be available on Canvas. The slides and the assigned chapters of the textbooks will be the primary method to discuss the study materials. Also, additional articles and videos will be provided
5. Email is my preferred contact method. Other options are available upon request

## POLICIES AND RESOURCES

### Academic Dishonesty

Academic dishonesty will not be tolerated in this class. University policies for the adjudication of cases will be followed. The University rules regarding academic dishonesty as outlined in the UNO Undergraduate Catalog. To access the catalog go to

<https://catalog.unomaha.edu/undergraduate/>

The undergraduate academic policy can be found using this link

<https://catalog.unomaha.edu/undergraduate/academic-integrity/academic-integrity-policy/>

To view the procedures and sanctions related to the Academic Policy, go to

<https://catalog.unomaha.edu/undergraduate/academic-integrity/academic-integrity-procedures/>

These policies will be strictly enforced. Students unfamiliar with them should review them, in particular, the offense of plagiarism.

### Plagiarism

In this course, you will submit written work in which you make use of information and ideas found in print or online sources. Whenever you use material from another writer, it is important that you quote or paraphrase appropriately and cite the source. Plagiarized work will not be accepted. Consequences for plagiarism are up to the discretion of the instructor; they may range, for example, from rewriting all or part of a paper to a grade of F for the course. Students who plagiarize more than once are subject to disciplinary action, which may include expulsion from the university.

Resources:

Students are **required** to:

- Complete a plagiarism tutorial: [http://lib.usm.edu/plagiarism\\_tutorial/](http://lib.usm.edu/plagiarism_tutorial/)

Students are encouraged to:

- Watch this plagiarism tutorial: <http://legacy.lib.utexas.edu/services/instruction/learningmodules/plagiarism/avoid.html>
- And/or check out this PowerPoint through UNO: <http://vle.credoreference.com/university-of-nebraska-omaha/university-of-nebraska-omaha-plagiarism>
- And reference this link about the ethical use of print and online sources in academic papers via UNO - [http://libguides.unomaha.edu/ld.php?content\\_id=3499825](http://libguides.unomaha.edu/ld.php?content_id=3499825)

### **UNO Writing Center**

If you are new to academic writing or wish to improve your writing skills, feel free to use the services of the UNO Writing Center while working on your course-related projects. The Writing Center provides free consulting services to any UNO student, faculty or staff member. The center's trained consultants can help you with your writing assignments, business letters, or other projects. Consultation can be valuable at any state of the writing process, whether you are just starting to gather ideas or finishing a final draft. Make an appointment by visiting the Writing Center website (<http://www.unomaha.edu/writingcenter>) or stop by Arts and Sciences Hall, room 150. Phone: 402-554-2946. Email: [unowritingcenter@unomaha.edu](mailto:unowritingcenter@unomaha.edu).

### **UNO Criss Library**

The UNO Library provides an array of comprehensive resources for research, including access to academic journals, periodical publications, and the university-system card catalog, which may be useful when searching for references for the writing assignments: <http://library.unomaha.edu/>

### **Accessibility Services**

Reasonable accommodations are provided for students who are registered with Accessibility Services Center and make their requests sufficiently in advance. For more information, contact Accessibility Services Center (MBSC 111, Phone: 554-2872, TTY: 554-3799).

### **Emergency Preparedness**

The University of Nebraska at Omaha is prepared for a wide range of emergencies. Students should familiarize themselves with procedures and assistance available at <http://www.unomaha.edu/emergency/index.php>

### **APA Writing Styles**

All paper assignments require the use of outside resources. These resources must be cited correctly in the narrative of your paper and properly cited at the end of the paper in a separate "References" section. Proper American Psychological Association (APA) citations are required for outside sources referenced in Discussion posts as well. Failure to properly cite your papers and posts will result in point deductions.

Below are three sources for APA guidance:

- UNO Criss Library: [http://revelation.unomaha.edu/pdf/citing\\_apa.pdf](http://revelation.unomaha.edu/pdf/citing_apa.pdf)
- Purdue University OWL site: <http://owl.english.purdue.edu/owl/resource/560/01/>
- *Publication Manual of the American Psychological Association*, 6<sup>th</sup> Edition, ISBN: 978-1-4338-0561-5, Publication Date: July 2009. The UNO Bookstore sells them.

### **Missed Deadlines**

All assignments must be turned in by or before the scheduled due date. Any paper assignment not turned in by the scheduled date and time will be deemed late and assessed a 10 percent grade penalty for that day and an additional 10 percent penalty for every

additional late day. No papers will be accepted for a grade past four days (96 hours) after the initial due date without written authorization by me.

Discussion Posts / Chapter Exercise assignments will NOT be accepted past the deadline. A deadline extension without penalty will be allowed only in highly unusual, extenuating, and unavoidable circumstances. Extensions are at the discretion of the instructor. If a student has a medical or family emergency, please contact Counseling and Psychological Services (CAPS), <https://www.unomaha.edu/student-life/wellness/counseling-and-psychological-services/index.php>.

## Response and Revisions

I deeply value the revision process and I am prepared to allow revisions on any graded writing assignments. In order to revise a paper, you must complete the following steps:

- Schedule a time to meet with me: This might take place during my office hours or require you to make an alternative appointment.
- Create a revision plan together: This might include additional conference time with me, going to the Writing Center, submitting multiple drafts, attaching an author's note to the revised paper among other editing resources.
- Assign a revision deadline: Together we can decide a reasonable time frame in which the revised assignment must be completed.

## Incompletes

An incomplete grade will not be normally issued for this course. However, documented circumstances beyond a student's personal control may warrant one (extended illness, major surgery, death in immediate family, etc). Each instance will be handled based on the circumstances, provided the instructor receives written documentation.

## Syllabus and Course Changes

The course schedule or content is subject to change at the discretion of the instructor. Any changes will be announced and posted with adequate notice and through Canvas.

## COURSE ASSIGNMENTS

Assignments	Total Points
Self-introduction	30 points
Plagiarism tutorial	50 points
Discussion posts / Reading reflections of the textbook chapters (50 points x 4)	200 points
Discussion posts/ Response to other students' reading reflection (30 points x 4)	120 points
Case study	100 Points
Research project topic	80 points
Research project outline	120 points
Research project final paper	200 Points
Learning summary	100 points
<b>Total:</b>	1000 points

### Final Grades

Final grades will be determined based on total points accumulated:

Points	Grade	Points	Grade
985-1000	A+	770-799	C+
930-984	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	600-699	D
830-869	B	Below 599	F
800-829	B-		

### Discussion Questions (320 points total)

As this is an online class, it is important that students actively participate and provide high-quality discussion. Students will be separated into two groups and each group will be responsible for posting their initial reading reflections on Canvas. The other group will comment and respond to the initial posts. The list of student groups can be found in “People” on Canvas.

There will be 8 reading discussions throughout the semester. Each group is required to complete 4 initial discussion posts and 4 response posts.

Initial reading reflection post: Answer the questions posted by the instructor and connect your answer with the reading materials. It should:

- Fully address the question or prompt posted by the instructor
- End with one to two questions of your own that you wonder about after doing the readings or writing your responses to the instructor’s question(s)

Each post will be a minimum of 500 words to receive credit. The initial posts will be due each Wednesday at 11:59pm Central Time during the assigned week.

Response posts: Please respect your peers and provide your comments on three posts of other students based on the reading materials. Each response post will be at least 100 words in length. The comments will be due on each Friday at 11:59pm Central Time during the assigned week.

- All Discussion Posts in this course should be thorough but succinct, relevant and meaningful to the topic, respectful and understandable
- All Discussion Posts in this course should connect to and reference the assigned reading materials

Your grade will be based on completing each of the initial posts and comments and the overall quality of your comments and writing. A rubric of grading can be found in “Pages” on Canvas

### Case Study Assignment (100 pts.)

There will be one case study assignment during the semester. You will choose one organization and conduct the analysis by using the concepts and theories we learned from the reading materials and discussions. Before conducting the case study please send me an email ([mingxie@unomaha.edu](mailto:mingxie@unomaha.edu)) to receive my approval regarding the organization you choose. The organization’s analysis will be 3-5 pages, double space, times new roman, 12 pt. font, adhering to APA citation guidelines and formatting. **It is due by Friday, June 28th by 11:59pm**

The goal of this assignment is to have each student apply the knowledge learned in the class to a real life situation. Students should be succinct but provide enough information to analyze the organization's structure, operation, leadership, etc. Additional details and criteria for the case study assignments will be provided later in the semester.

### **Research Project (400 points total)**

Students will identify an aspect of nonprofit organizations and management that they find interesting. The project can be analytical or empirical in nature, both requiring a solid understanding of nonprofit organizations and management.

Analytical essays use existing research and supporting evidence to make a persuasive argument about a topic. Empirical essays either use existing data or produce new data to identify similarities or differences between cases. Students can also choose the cases in the textbook to summarize and analyze based on knowledge and critical thinking.

The assignment has three parts:

First, students will complete a one-page description of their topic using the template provided via Canvas (80 points). **It is due by Friday, June 21st by 11:59pm.**

Second, students will complete a 3-5 pages detailed research design that outlines their analytical or empirical approach (120 points). **It is due by Friday, July 19th by 11:59pm.**

Finally, students will submit a 10-page paper that examines the topic in depth having completed their research (200 points). Specific instructions and rubrics will be distributed through Canvas during the semester. The paper will be 10 pages, double space, times new roman, 12 pt. font, adhering to APA citation guidelines and formatting. **Your final paper is due by Monday, August 5<sup>th</sup> by 11:59 p.m.**

### **Learning Summary (100 pts.)**

At the end of the course, you are expected to reflect on and summarize what you have learned in this course. In your summary, you can: discuss your observations about nonprofit management in practice; detail any new insights you have from the course readings and assignments; explain how this course has helped you understand the nature of nonprofit management; and discuss how you envision that the things you've learned during this course may contribute to your future career. Your summary should be 2-page minimum, double space, times new roman, 12 pt. font. Your summary should be submitted via Canvas. **It is due by Friday, August 2<sup>nd</sup> by 11:59pm.**

### **Evaluation**

Every effort is made to make the grading system and rubrics as transparent and fair as possible. You may contest a grade up to one week after it is returned. If you believe that there has been an error in grading on your assignment or exam, I encourage you to advocate for yourself. To do this, please submit a written description of the error you believe occurred along with the assignment or exam to the instructor for re-grading. Clerical errors and outright mistakes will be corrected; decisions about the amount of partial credit to give for an answer will not be revisited. Please note that your grade could increase, decrease, or remain the same upon reconsideration.



## COURSE SCHEDULE

### Week 1, 05/13-05/17: Introduction

- Read Anheier chapter 3, Eikenberry et al. chapter 1, and slides
- Self-introduction (20 points) – Due May 17th by 11:59pm
- Complete plagiarism tutorial (50 points) at [http://lib.usm.edu/plagiarism\\_tutorial/](http://lib.usm.edu/plagiarism_tutorial/) and submit the screenshot or report of completion – Due May 17th by 11:59pm

### Week 2, 05/20-05/24: History

- Read Anheier chapter 2, Eikenberry et al. chapter 3, and slides
- Discussion initial post 1 (Group 1)– Due May 22<sup>nd</sup> by 11:59pm
- Discussion response post 1 (Group 2)– Due May 24th by 11:59pm

### Week 3, 05/27-05/31: Accountability and Performance Assessment

- Read Ebrahim (2003) Accountability in practice: Mechanisms for NGOs, Eikenberry et al. chapters 4 & 11, and slides
- Discussion initial post 2 (Group 2)– Due May 29<sup>nd</sup> by 11:59pm
- Discussion response post 2 (Group 1)– Due May 31<sup>st</sup> by 11:59pm

### Week 4, 06/03-06/07: Ethics and Philanthropy

- Read Eikenberry et al. chapter 5 and slides
- Discussion initial post 3 (Group 1)– Due June 5th by 11:59pm
- Discussion response post 3 (Group 2)– Due June 7th by 11:59pm

### Week 5, 06/10-06/14: Human Resource and Volunteer Management

- Read Anheier chapter 14, Eikenberry et al. chapters 6 & 15, and slides
- Discussion initial post 4 (Group 2)– Due June 12th by 11:59pm
- Discussion response post 4 (Group 1)– Due June 14th by 11:59pm

### Week 6, 06/17-06/21: Governance and Board Development

- Read Anheier chapter 15, Eikenberry et al. chapter 7, and slides
- Discussion initial post 5 (Group 1)– Due June 19th by 11:59pm
- Discussion response post 5 (Group 2)– Due June 21st by 11:59pm
- Research project topic – Due June 21st by 11:59pm

### Week 7, 06/24-06/28: Leadership

- Read Anheier chapter 14, Eikenberry et al. chapter 8, and slides
- Case study assignment – Due June 28th by 11:59pm

### Week 8, 07/01-07/05: Planning and Change & Collaboration

- Read Anheier chapter 7, Eikenberry chapters 9 & 10, and slides
- Discussion initial post 6 (Group 2)– Due July 3rd by 11:59pm
- Discussion response post 6 (Group 1)– Due July 5th by 11:59pm

### Week 9, 07/08-07/12: Fundraising and Financial Management

- Read Anheier chapter 13, Eikenberry et al. chapters 12 & 13, and slides

- Discussion initial post 7 (Group 1)– Due July 10th by 11:59pm
- Discussion response post 7 (Group 2) – Due July 12th by 11:59pm

Week 10, 07/15-07/19: Social Enterprise

- Read Anheier chapter 10, Eikenberry et al. chapter 14, and slides
- Research project outline – Due July 19th by 11:59pm

Week 11, 07/22-07/26: Advocacy

- Read Anheier chapters 16 & 18, Eikenberry et al. chapter 16, and slides
- Discussion initial post 8 (Group 2)– Due July 24th by 11:59pm
- Discussion response post 8 (Group 1)– Due July 26th by 11:59pm

Week 12, 07/29-08/02: No new materials

- Prepare final paper
- Learning summary due on August 2<sup>nd</sup> 11:59pm

Week 13, 08/05-08/09: Finals week

- Final paper due on August 5th 11:59pm.