

Theory and Practice of Nonprofit Management

20:834:570–B6

Summer 2009

Class: M. & W. 5:30-8:30 P.M.

Classroom: Hill Hall 203

Instructor: Weiwei Lin

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Office: Hill Hall 419

Office Hours: By appointment

I. Course Description

The overall purpose of this course is to familiarize students with the principles and techniques of management in nonprofit organizations. Topics include the history of, scope of, and variations within the nonprofit sector, as well as contemporary theories of nonprofit enterprise, such as funding and development, financial management, accountability, human resources management, strategic planning, marketing, governance, and nonprofits' relationship with other sectors. The class is a combination of practical lessons for managing nonprofits and theoretical evaluation of broad trends shaping the sector.

II. Reading Material

Each class is organized around assigned readings including academic journal articles and case documents. Students are expected to read the assigned materials before each class, to increase your understanding of the lecture and to facilitate class discussion.

Weekly Reading

Most of the articles/cases/documents will be posted on BlackBoard in the folder of "Class Documents", and a few others can be easily accessed online by the link provided in the "Course Outline". It is **your responsibility** to ensure that you have access to and know how to download files from Blackboard **no later than the beginning of the second class meeting.**

Recommended Texts

Herman, Robert D., and Associates. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 2nd edition. San Francisco: Jossey-Bass, 2005. Shown in the course outline as *Handbook*.

Light, Paul C. 2002. *Pathways to Nonprofit Excellence*. Washington, D.C.: Brookings Institution Press.

Selected Nonprofit Periodical Literature

Nonprofit Management and Leadership (Jossey-Bass)

Nonprofit and Voluntary Sector Quarterly (ARNOVA/Sage Publications)

Nonprofit Quarterly

Journal of Nonprofit and Public Sector Marketing

Voluntas (UK/international)

Public Administration Review

Administration and Society

Some Helpful Websites

<http://www.guidestar.org>

Guidestar

<http://nccs.urban.org>

National Center for Charitable Statistics

<http://www.charitynavigator.org>

Charity Navigator

<http://fdncenter.org>

The Foundation Center

<http://independentsector.org>

Independent Sector

III. Requirements and Evaluation

Attendance: All students are required to attend class regularly. Should you have any reason to absent yourself from class, you should notify the instructor well ahead of time and it is your responsibility to make up all lost time.

Class Participation & Case Study: Class participation is absolutely essential. You are expected to actively participate into class discussions based on weekly readings. In addition, we will study several cases during some class meetings and you are also expected to participate.

Assignments: You should type all of your assignments and submit a hardcopy unless directed otherwise. Late homework will receive a half-point letter grade reduction for each day that it is late.

- **Reaction Paper and Presentation:** You need to select one topic (from Class 2 to Class 10, except Class 6). You are responsible for (1) writing a reaction paper based on the two research articles under that specific topic and (2) presenting it during the class sessions in which the specific topic will be delivered. Please see a separate Instruction for detailed guidance on your reaction paper writing as well as presentation. ***Your reaction paper is due at the beginning of the class session in which it is presented.***
- **Term Paper:** You will be responsible for a substantive paper based on one of the eight topics covered during this class. The term paper will include the prior

submission of a paper proposal (for instructor approval) and a short bibliography. Please see a separate Instruction for detailed information

Grading:

Class Attendance:	10%
Class Participation:	10%
Reaction Paper & Presentation:	30%
Term Paper Presentation:	5%
Term Paper:	45% (bibliography 5%; final paper 40%)

Academic Dishonesty: Students should familiarize themselves with RN Graduate School policies regarding academic honesty and plagiarism. Please consult the current *Rutgers-Newark Graduate School Policy on Academic Integrity* (found at <http://gsn.newark.rutgers.edu/integrity.html>). “Cheating” and “plagiarism” will result in severe disciplinary action on the part of the instructor. Either offense will be grounds for receiving an “F” on the assignment or exam and possibly an “F” for the course, depending on the severity of the offense.

IV. Course Outline

The schedule may change slightly depending on how the semester goes. Any changes to the course schedule will be announced in advance.

May 27 – Class 1: Introduction.

Course overview, review the syllabus and schedule of assignments.

Required Reading:

Hale, Matthew. 2007. Superficial Friends: A Content Analysis of Nonprofit and Philanthropy Coverage in Nine Major Newspapers. *Nonprofit and Voluntary Sector Quarterly* 36(3): 465-486.

Ryan, William P. 1999. The New Landscape for Nonprofits. *Harvard Business Review* 77(1): 127-136.

June 1 – Class 2: Nonprofit Executive Leadership

Required Reading:

Ritchie, William J., and Karen Eastwood. 2006. Executive Functional Experience and Its Relationship to the Financial Performance of Nonprofit Organizations.

Nonprofit Management and Leadership 17(1): 67-80.
Case Study: Greenhill Community Center

June 3 – Class 3: Nonprofit Board

Required Reading:

Brown, William A., and Chao Guo. 2009. Exploring the Key Roles for Nonprofit Boards. *Nonprofit and Voluntary Sector Quarterly*.

Gill, Mel, Robert Flynn, and Elke Reissing. 2005. The Governance Self-Assessment Checklist: An Instrument for Assessing Board Effectiveness. *Nonprofit Management and Leadership* 15(3): 271-294.

Case Study: Who Speaks for Us?

June 8 – Class 4: Planning for Nonprofits

***Term Paper Topic Due**

Required Reading:

Offenheiser, Raymond, Susan Holcombe, and Nancy Hopkins. 1999. Grappling with Globalization, Partnership, and Learning: A Look inside Oxfam America. *Nonprofit and Voluntary Sector Quarterly* 28(4): 121-139.

Stauber, Karl N. 2001. Mission-Driven Philanthropy: What Do We Want to Accomplish and How Do We Do It? *Nonprofit and Voluntary Sector Quarterly* 30(2): 393-399.

Case Study: 2V/ACT: Planning for Change and Determining Relevance.

June 10 – Class 5: Government-Nonprofit Relationships/Collaboration & Partnership

Required Reading:

Saidel, Judith R. 1991. Resource Interdependence: The Relationship between State Agencies and Nonprofit Organizations. *Public Administration Review* 51(6): 543-553.

Shaw, Mary M. 2003. Successful Collaboration Between the Nonprofit and Public Sectors. *Nonprofit Management and Leadership* 14(1): 107-120.

June 15 – Class 6: Nonprofit Standards, Accountability, and Financial Management

***Term Paper Proposal Due**

Independent Sector. *Obedience to the Unenforceable: Ethics & the Nation's Voluntary & Philanthropic Community*. (<http://www.independentsector.org/pdfs/obedience.pdf>)

Swords, Peter. *How to Read the IRS Form 990 and Find out What It Means*. (http://www.npccny.org/Form_990/990.htm)

_____. *Form 990: A Detailed Examination: An Expanded Version of NPCC's 'How to Read the IRS Form 990 & Find out What It Means'*.

Study of two cases.

Informal presentation of final paper proposals as well as Q&A of all topics.

June 17 – Class 7: Fund Raising & Marketing for Nonprofit Organizations

Required Reading:

Froelich, Karen A. 1999. Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations. *Nonprofit and Voluntary Sector Quarterly* 28(3): 246-268.

Scheff, Joanne, and Philip Kotler. 1996. Crisis in the Arts: The Marketing Response. *California Management Review* 39(1): 28-52.

Case Study: Funding Seattle's Art Museum and Low-Income Housing

June 22 – Class 8: Human Resources in Nonprofits

Required Reading:

Ban, Carolyn, Alexis Drahnak-Faller, and Marcia Towers. 2003. Human Resource Challenges in Human Service and Community Development Organizations: Recruitment and Retention of Professional Staff. *Review of Public Personnel Administration* 23(2): 133-153.

Jamison, Irma Browne. 2003. Turnover and Retention among Volunteers in Human Service Agencies. *Review of Public Personnel Administration* 23(2): 114-132.

June 24 – Class 9: Nonprofit Performance

Required Reading:

Campbell, David. 2002. Outcomes Assessment and the Paradox of Nonprofit Accountability. *Nonprofit Management and Leadership* 12(3): 243-259.

Herman, Robert D., and David O. Renz. 1998. Nonprofit Organizational Effectiveness: Contrasts between Especially Effective and Less Effective Organizations. *Nonprofit Management and Leadership* 9(1): 23-38.

June 29 – Class 10: The Third Sector and Religion & Nonprofit Management in a Global Context: International NGOs and the U.S. Third Sector on the World Stage

Required Reading:

Jalali, Rita. 2008. International Funding of NGOs in India: Bringing the State Back In. *Voluntas* 19(2): 161-188.

Kearns, Kevin, Chisung Park, and Linda Yankoski. 2005. Comparing Faith-based and Secular Community Service Corporations in Pittsburgh and Allegheny County, Pennsylvania. *Nonprofit and Voluntary Sector Quarterly* 34(2): 206-231.

July 1 – Class 11: Term Paper Presentation

***Term Paper Due**