Required Course Texts


A course reader is required.

Recommended Course Texts


Course Overview

This course will provide an introduction to management issues faced by leaders in nonprofit organizations. The course will be arranged topically. The topics to be covered are listed for the class session date on which that topic will be presented. The format for the course will be lecture and facilitated discussion. Case studies, assigned readings and other activities will be used to organize class discussions.

Assignments

Students will be evaluated based on two different kinds of assignments, case study analyses and a final, take home exam. Over the semester, all class members will be responsible for completing four brief case study memos. The case study memos should be no more than two to three pages single spaced. The analyses will be based on questions provided about Harvard case
studies (from the Business and Kennedy Schools). **We will study five cases; you are responsible for four analyses.** We will have a class discussion about cases on the day the cases are due. Also, each student will be asked to participate in the preparation of a group project that will be presented in class. There will be a take home exam at the end of the semester.

Course grading will be based 40% on the case studies, 10% on the group presentation, 40% on the final exam and 10% on attendance/participation in classroom discussion.

**Course Schedule**

**January 25**

Course Overview and Introduction to Nonprofit Organizations  
Review of syllabus, course requirements and student interests 
Overview of the nonprofit sector 
Legal framework of the nonprofit sector

**Required Reading:**  
*Salamon, America’s Nonprofit Sector: A Primer*, Chapters 2-5 (pp. 7-74) 
*Light, P., Making Nonprofits Work, pp. 1-43* 
*Brinckerhoff Chapters 1,2*

**Recommended Reading**  
*Hammack, “Introduction: Growth, Transformation, Quiet Revolution in the Nonprofit Sector over Two Centuries”*

**February 1**

The Legal Structure of Nonprofit Organizations  
Ethical Issues in Nonprofit Management.

**Required reading:**  
*Ott, Chapters 5,6,8*  

**February 8**

Governance Issues and the Organization of Nonprofits  
Differences between for profit and nonprofit organizations: shareholder value vs. mission  
Role of the Board in a nonprofit organization  
Leadership and Committee Structure

**Required Reading:**
Ott, Chapters 1-4
Brinckerhoff, Chapters 5
Holland, T. “Board Accountability: Lessons from the Field”

Recommended Reading:
Abzug, R. and Galasciewicz, J. “Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities

Case Study One: NAACP due

February 15, 22

Introduction to Nonprofit Management: Mission, Vision and Strategic Planning
The role of mission in nonprofit organizations
Creating, evaluating and using mission and values statements.

Creating a Strategic Plan
Role of Strategic Planning in nonprofit organizations
How to put together a strategic plan

Required Reading:
Drucker, pp. 3-8
Brinckerhoff, Chapter 3,4, 10
Ott, Chapters 10-12

Case Study Two: GLSTN is due on February 22nd.

March 1, 8

Financial Management Issues
Financial Management and Organizational Accountability
Relationship Between Budgeting and Planning
Reading and Using Nonprofit Financial Statements
Financial control strategies in nonprofit organizations

Required Reading

Ott, Chapters 24-26
Brinckerhoff, Chapters 10
Strachan, J. “Understanding Nonprofit Financial Management”
Trussel, J. “Revisiting the Prediction of Financial Vulnerability”
Case Study Three: Historical Society of Pennsylvania is due on March 8th.

March 22

Nonprofit organizations and public policy

Nonprofit organizations as advocates
How nonprofit organizations influence public policy debate
Legal issues in nonprofit advocacy

Required Reading:
Salamon, Chapter 10, pp. 135-147

Group Project 1 due

March 29

Social Entrepreneurship
Entrepreneurship and nonprofit organizations
Non-traditional sources of revenue

Required Reading:

Brinckerhoff, Chapter 8
Dees, J.D. “Enterprising nonprofits”
Dahle, Cheryl, “We’ve got two bottom lines: Money and the Mission”

Recommended:


Case Study Four: City Year due

April 5
Fund Raising Principles
Fund Raising Plans
Types of fund raising: capital campaigns, annual campaigns, major donors, events.
Creating a constituency

Required Reading:
Ott, Chapters 13-15
Lindahl, W., & Conley, A. “Literature Review: Philanthropic Fundraising”

April 12

Accountability Issues in the Nonprofit Sector
September 11th and the Nonprofit Sector: A Case example

Required Reading:
Light, P., Pathways to Nonprofit Excellence, pp. 1-19
“Disaster Relief, Donor Intent and Public Accountability,” an interview with Mark Edelman, Chief External Relations Officer, Greater New York Chapter American Red Cross, in September 11: Perspectives from the Field of Philanthropy, pp. 47-54
Keeping the Trust: Confidence in Charitable Organizations in an Age of Scrutiny. Available at www.independentsector.org.

Group Project Two due

April 26

The role of foundations in nonprofit management
Project funding, venture philanthropy, sources of foundation money

Required Reading:
Ott, Chapter 16
Letts, Ryan and Grossman, “What foundations can learn from venture capitalists”
Stauber, K., “Mission Driven Philanthropy”
Review Foundation Center statistics about foundations at www.foundationcenter.org.
Click on Researching Philanthropy and Funding Trends.
Case Study Five: Triangle Community Foundation due

May 3

Emerging Issues in the Nonprofit Sector

Required Reading

Ryan, W. “The New Landscape for Nonprofits”
Light, P., Making Nonprofits Work, pp. 44-77

Final Exam Due