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PSC 495.01: Nonprofit Management and Public Service

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Political Science 495 – Nonprofit Management & Public Service – Spring, 2003

Instructors:

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Course Purpose

Students will gain awareness and understanding of the complexity of nonprofit management issues and operations. Emphasis is on active student participation and the development of knowledge pertaining to nonprofit and public service skills including problem solving, critical thinking, writing and public speaking. This course is a requirement for students seeking certification in the American Humanities program.

Course Description

This course is designed to expose students to a breadth of aspects involved in nonprofit management and public service. The text will serve as a reference on each topic, but additional reading materials will supplement the topics as appropriate. Topics to be addressed include leadership, organizational theory, nonprofit strategic planning, program development and evaluation, human resource development, communication, risk management, and volunteer action in a democratic society.

Course Objectives

At the conclusion of the course, students will be able to:

1. Identify leadership styles and theories pertaining to nonprofit management
2. Understand organizational theory and culture
3. Understand nonprofit strategic planning, program development and evaluation
4. Demonstrate knowledge of human resource development/management
5. Explain the purpose, responsibilities, and structure of nonprofit boards
6. Articulate a personal philosophy of nonprofit leadership and ethics
7. Develop fundraising proposals
8. Explain the importance of financial and risk management
9. Explain and implement strategies for marketing and public relations
10. Understand roles and techniques for effective community collaboration
11. Communicate effectively in written and verbal forms

Requirements

Students are expected to attend each class session and complete course assignments as specified. Some of the assignments require students to work in small groups so attendance and active class participation are important for effective learning. Students who exceed two absences will have their grade reduced.

Assignments

1. **Daily Thought Question** Each day in class students will receive a question based on the reading material that they will respond to and turn in.
2. **Fundraising/Grant Proposal & Revisions** Students will work in small groups to develop a grant proposal based on an RFP distributed in class. Groups will present their proposals in class and receive feedback. Each student will individually write-up a final proposal of no more than 13 pages total (including revisions) and turn it in. In addition, students will individually write a group participation log reflecting on the individual's experience working in a group.
3. **Interview with Nonprofit Leader** Each student will choose a nonprofit leader in the community and conduct an in-person interview using a protocol issued in class. Results from the interview will be written up using a specific format and should not exceed 5 pages.
4. **Group Case Study** Students will work in small groups to address and resolve issues presented in a case study. Groups will present their resolutions with supporting arguments in class. Each student will individually write resolutions and turn them in.
5. **Final Exam** Students will receive a take-home final essay exam to be handed in during final exam week.
6. **Class Participation** Due to the nature and content of the course, it is imperative that students actively participate in class discussion and assignments.
7. **Graduate Student Assignment** In order for graduate credit to be issued, graduate students will be required to complete an additional assignment, the Group Participation Analysis. Students who are seeking graduate credit should meet with the instructors for details.

Final grades will be issued using the following formula:

Fundraising/Grant proposal and revisions	25%
Interview with nonprofit leader	15%
Group case studies	25%
Final exam (essay)	25%
Class Participation	10%

Required Reading

1. Text Book: *Leadership & Program Development in Nonprofit Organizations* (LPD)
By: Roger M. Weis and Vernon W. Gantt, Eddie Bowers Publishing Co., Inc. 2002
2. Course Packet – Assorted readings
3. Reserve Binder - Assigned Articles on Reserve in the Mansfield Library

WEEKLY COURSE SCHEDULE:

Week One: Leadership and Mission

Assigned Readings:

LPD, Chapter 1 (pages 3-25)

Course Packet: *Managing the Nonprofit Organization* by Peter Drucker, New York: Harper Collins, 1990. Chapter 4: What the Leader Owes - Interview with Max DePree (pages 37-44)

Week Two: Leadership and Character

Assigned Readings:

LPD, Chapters 2 and 3 (pages 27-66)

Reserve Binder: Article by Sergiovanni, "Reinventing Leadership"

Week Three: Conceptual Skills and Knowledge

Assigned Readings:

LPD Chapter 4 (pages 67-73)

Course Packet: *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact* - Chapter 1-2 (pages 15-36)

Reserve Binder: Article by Backman and Smith, "Healthy Organizations, Unhealthy Communities"

Distribute and discuss fundraising/grant proposal assignment

Week Four: Strategic Planning, Project Planning and Evaluation

Assigned Readings:

LPD, Chapter 5 (pages 75-88)

Course Packet: *The Complete Guide to Nonprofit Management* Chapter 1, pages 3-26; also article by Mulhare, "Mindful of the Future: Strategic Planning Ideology and the Culture of Nonprofit Management"

Week Five: Fundraising

Assigned Readings:

Course Packet: *The Complete Guide to Nonprofit Management* Chapter 5, pages 97-101; also Drucker Chapter 4: interview with Dudley Hafner (85-98)

Reserve Binder: Article by Babcock, Vargas, Aron, and Christopher, "The Role of Foundations in Influencing Public Policy," Article by Slyke, "The Public Management Challenges of Contracting with Nonprofits for Social Services"

Week Six: Financial Management and Office Operations

Assigned Readings:

LPD, Chapter 5, pages 91-112 (top); also Chapter 5, pages 115-118

Course Packet: *The Complete Guide to Nonprofit Management*, Chapter 11, pages 260-264

Fundraising/Grant Proposal Group Presentations Due. All groups submit copy of completed logical framework. First set of groups do presentations with critique from class and instructors.

Week Seven: Review Project Proposals

Remaining groups present project proposals with critique from class and instructors

Group Participation Logs Due

Week Eight: Organizational Structure, Roles and Responsibilities

Assigned Readings:

LPD Chapter 5 pages 112-115

Course Packet: *The Complete Guide to Nonprofit Management* Chapter 2, pages 27-53; also Drucker Pages 171-179 Interviews with David Hubbard

Week Nine: Spring Break

Week Ten: Human Resources and Development, Working with Volunteers

Assigned Readings:

LPD Chapter 6, pages 123-131

Course Packet: *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact* Chapter 6, pages 107-109; 120-128; also Drucker - pages 161-169, Interview with Leo Bartel

Individual Grant Proposals Due

Week Eleven: Communications and Marketing the Organization

Assigned Readings:

LPD Chapter 6, pages 132-141

Course Packet: *The Complete Guide to Nonprofit Management* Chapter 3 pages 55-66; also Drucker, pages 73-84 Interview with Philip Kotler

Week Twelve: Legal Requirements, Advocacy, and Risk Management

Assigned Readings:

LPD Chapter 5 pages 83-84 Risk Management revisited

LPD Chapter 3, pages 63-65 (on political advocacy)

Course Packet: *The Complete Guide to Nonprofit Management* Chapter 14, pages 327-337; also Chapter 13, pages 320-321

Reserve Binder: Article by Smith, "Nonprofit Organizations in Urban Politics and Policy," Article by Borgsdorf and Pliszka, "Manage Your Risk"

Interview with Nonprofit Leader Due

Week Thirteen: Leadership and Community Collaboration

Assigned Readings:

Course Packet: *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact* Chapter 3, pages 39-55

Reserve Binder: Article by Reilly, "Collaboration in Action: An Uncertain Process"

Week Fourteen: Ethics and the Role of the Nonprofit Sector in a Democratic Society

Assigned Readings:

Reserve Binder: Article by Merret, "Declining Social Capital and Nonprofit Organization;" Article by Kirlin and Kirlin, "Strengthening Effective Government-Citizen Connections Through Greater Civic Engagement;" Article by Chambers and Kopstein, "Bad Civil Society;" and Article by Rieff, "Civil Society and the Future of Nation-States"

Individual Resolutions for Case Study Issues Due

Week Fifteen: Presentations of Case Study Resolutions

Group Presentations and Critiques of Case Study Resolutions

Week Sixteen: Final Session Wednesday, May 14, 1:00-3:00 p.m.

Last Class Session: Final Critiques of Case Study Responses

Take-home Exam due Wednesday, May 14, by 1:00 p.m.

Graduate Student Group Participation Logs due Wednesday, May 14, 1:00 p.m.