



Point Loma Nazarene University
Fermanian School of Business
MGT 470: Nonprofit Organization
Management
3 Credit Units

Spring 2020

Meeting days: Monday Evening	Instructor title and name: Scott Sabin
Meeting times: 6:00pm - 8:45pm	Phone: 858-775-7375
Meeting location: LSCC 202	E-mail: ssabin@pointloma.edu
Final Exam: May 4, 7:30pm	Office location and hours: TBD

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

Welcome to Nonprofit Organization Management!

Officially, the catalog states this course is:

Application of management principles to nonprofit organizations, including managing volunteers, advising board of directors, accounting, investment, financial management, marketing, fund raising, ethics and responsibility to society and donors.

I also want to share with you:

The nonprofit sector is growing in the U.S. and around the world, and is one of the quickest and most tangible paths for serving others and making the world a better place. At the same time, the nonprofit sector is more complex than most people realize and it is changing rapidly. Donors require clearer evidence of impact, greater efficiency in operations and a higher level of professionalism. Traditional boundaries between the for-profit and nonprofit sectors are blurring each day, particularly with the emergence of social enterprises. This course will introduce you to important nonprofit management principles and techniques and provide you with a general understanding of career opportunities in the nonprofit sector. The Service-Learning component of this class provides an opportunity for you to witness and apply the primary lessons gained through the course readings, discussions, and lectures and offer a “hands on” and “behind the scenes” exposure to management issues found in many nonprofit organizations.

I am excited to be sharing my enthusiasm for nonprofit work and some of the lessons I have learned in a career of building, growing and professionalizing a small nonprofit organization. I look forward being a part of your professional development.

Prerequisites

Students must have completed BUS/MGT 212 or have obtained the consent of the instructor.

COURSE LEARNING OUTCOMES

Upon successful completion of MGT470, you will be able to:

1. Exhibit an understanding of management concepts and core functions within a nonprofit organization.
2. Describe how nonprofit managers create, support and measure the effectiveness of an organizational mission.
3. Compare approaches to decision making in for-profit and nonprofit environments.
4. Apply nonprofit principles through a service-learning volunteer experience.
5. Identify and employ ethical values when engaging with a nonprofit organization.
6. Present ideas on nonprofit management through written and verbal means.

COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Jan. 14	First meeting – review syllabus and course requirements	Grading Structure – Points and Tokens S-L explanation
Jan. 20	MLK Day	No Class
Jan. 27	<u>Read and Prepare to Discuss:</u> Chapter #1 of Textbook (Renz, editor) Historical Perspectives on Nonprofit Organizations Chapter #1 of Wolf (found on Canvas) Chapters #1 + #2 of Devotional (Greer, Haggard)	Canvas HW #1: Footnotes for J-B chapter one
Feb 3	“Wealth” by Andrew Carnegie Chapter #2 Legal Framework (skim) and Chapter #3 The Changing Context of Nonprofit Management (read fully) of Textbook (Renz, editor) Chapter #3 of Devotional (Greer, Haggard)	Guidestar & Charity Navigator Assess. S-L organization check-up Canvas HW #2
Feb 10	Chapters #4 & #5 of Textbook (Renz, editor) 4. The many Faces of Nonprofit Accountability 5. Leadership, Governance and the Work of the Board Chapter #4 of Devotional (Greer, Haggard)	Canvas HW #3 Case Study
Feb 17	Chapters #6 + #17 of Textbook (Renz, editor) 6. Executive Leadership 17. Financial Leadership in Nonprofit Organizations Chapter #5 of Devotional (Greer, Haggard)	Canvas HW #4 Case Studies
Feb 24	Chapter #8 of Textbook (Renz, editor) 8. Strategic management Chapters #6 + #7 of Devotional (Greer, Haggard) Watch “Strategic Decisions” interview with Greer	Canvas HW #5 Case Study
March 2	S-L update Mid-Term Exam	Canvas HW #6 Mid-term covers chpts. #1, #3, #4-#6, #8, #17 and Wolf - #1
March 9	Spring Break	No Class
March 16	Chapters #13 + #14 of Textbook (Renz, editor) 13. Marketing for Nonprofit Organizations 14. Advocacy, Lobbying and Social Change Chapters #8 + #9 of Devotional (Greer, Haggard)	SL – mid-term reflection due Canvas HW #7 Case Study
March 23	Chapters #11 + #12 of Textbook (Renz, editor) 11. Social Entrepreneurship and Social Innovation	Canvas HW #8 Case Study

	12. Social Enterprise and Nonprofit Ventures Chapters #10 + #11 of Devotional (Greer, Haggard)	
March 30	Chapters #18 + #19 of Textbook (Renz, editor) 18. Philanthropy & Fundraising 19. Nonprofit Finance – Developing Nonprofit Resources Chapters #12 + #13 of Devotional (Greer, Haggard)	Canvas HW #9 Case Study
April 6	Chapter #22 of Textbook (Renz, editor) 22. HR –Nonprofit Staffing for the Future Chapters #14 + #15 of Devotional (Greer, Haggard)	Canvas HW #10 Case Study
April 13	Easter Break	No Class
April 17 th OR April 18 th	The major exit exam is to be taken by all International Development Majors.	All non-majors must complete the additional assignment posted on Canvas by Saturday night, April 25th .
April 20	Chapter #10 + #15 of Textbook (Renz, editor) 10. Understanding Nonprofit Effectiveness 15. Value Creation through Collaboration Chapters #16 + #17 of Devotional (Greer, Haggard)	Canvas HW #11 Case Study
April 27	Conclusion (pp. 734-745) (Renz, editor) and Service-Learning Presentations	Greer book reflection Canvas HW #12 Final S-L Reflection due (non-majors) Study Abroad reflection due (ID majors) S-L presentations
May 4	Final Exam (7:30PM – 10:00PM)	Final Exam covers all assigned readings and lectures

COURSE ASSIGNMENTS

General Expectations

1. Comprehensive, on-time reading of text and assigned materials.
2. Active participation in class and on-line discussions and activities.
3. Full participation in the service-learning component of the class.
4. Demonstration of the ability to apply foundational knowledge and principles to contemporary circumstances.
5. Successful and timely completion of assignments, course projects and exams.
6. Faithful attendance as defined by the PLNU Attendance Policy.

Attendance and Engagement in Class (up to 50 points available) – 5% of Total Grade

This class is to be subject-centered, not teacher-centered nor student-centered. What this means is that everyone should prioritize attendance and contribute in class to our understanding of the subject material. For those who are not familiar with the topic, reading and asking questions of your peers and the professor will be very important. Reading assigned material prior to coming to class is essential and students need to be prepared to be involved in the presentation of material and a discussion of the ramifications of various positions presented.

Excessive absences will result in a loss of attendance points (out of 50 possible). The exact loss of points is at the discretion of the professor but will likely follow this pattern: 1 unexcused absence – no effect, 2 unexcused absences – loss of at least 25 points, 3 or more unexcused absences – loss of all attendance points and may be de-enrolled from the course.

Please Note: I take attendance at the start of each class. If for any reason you think I have marked you absent when you are present for most the class period, it is your responsibility, not mine, to check to see if I have marked you as absent and request that I correct it that day. If in doubt, it is best to check if you come in late.

NOTE: It is the student's responsibility to maintain his/her class schedule. Should the need arise to drop this course (personal emergencies, poor performance, etc.), the student has the responsibility to follow through (provided the drop date meets the stated calendar deadline established by the university), not the instructor. Simply ceasing to attend this course or failing to follow through to arrange for a change of registration (drop/add) may easily result in a grade of F on the official transcript.

Weekly Activities (up to 250 points available) – 25% of Total Grade

Each week students will be given an activity to complete in response to materials from the week's required readings. These activities will be due each week just before class begins. There will be at least 12 activities during the course of the semester but there may be more. Each of the activities will be outlined in detail. If you complete an activity to all of the specifications, you will receive a passing grade. If you do not complete all of the specifications, you likely will receive a non-passing grade for that assignment.

You are able to choose the Grade you want to achieve:

To earn 250 points

- Complete at least 12 weekly assignments with a passing grade

To earn 215 points

- Complete at least 10 weekly assignments with a passing grade

To earn 190 points

- Complete at least 8 weekly assignments with a passing grade

To earn 165 points

- Complete at least 6 weekly assignments with a passing grade

To earn 150 points or less

- Complete less than 6 weekly assignments with a passing grade

Examinations (up to 450 points available) – 45% of Total Grade

Mid-Term Exam (up to 150 points available): Monday, March 2nd, – regular class time

Major Exit Exam or alternative assignment for non-majors (up to 50 points available): All ID Majors are required to take a major exit exam. Further communications regarding the exam will be sent out by the Fermanian School of Business Administrative Assistant in March. For all other majors, do alternative assignment on Canvas – due Saturday, April 25th.

Final Exam (up to 250 points available): Monday May 4th, (7:30-8:45pm)

There are three (3) exams scheduled. The mid-term and final will follow the course and will cover material found in the texts, additional readings and resources assigned, class discussions, lectures, and guest lectures. Exams will vary in nature as needed to reach the course objectives. The mid-term exam will cover material up to the point of the exam. The Final exam will be comprehensive and cover the entire course material.

The major exit exam is to be taken by all International Development and Nonprofit Majors. All non-majors must complete the additional assignment posted on Canvas by Saturday night, April 25th.

Service-Learning Project (up to 250 points available) – 25% of Total Grade

A major portion of this class will be spent engaging in hands-on work at a nonprofit organization and thoughtful reflection on those experiences. At least 25 hours of volunteer work during the semester is required for this assignment to receive full credit. There will be both verbal and written reflections to complete on these experiences. More information on this assignment will be posted on Canvas.

You are able to choose the Grade you want to achieve:

Note: All ID Majors must complete a Study Abroad Paper to earn points for the Service-Learning Project. Assignment details will be given in class and through Canvas. The Study Abroad Paper will replace the written reflections that all non-ID majors must complete for maximum points.

To earn 250 points

- Complete 25+ hours of Service-Learning at a local nonprofit
- Provide 2 written reflections (mid-way and final) to the required standards
- Present a 3-5 minute verbal and visual summary to the class about your experience at the end of the semester

To earn 215 points

- Complete 20-24 hours of Service-Learning at a local nonprofit
- Provide 1 written reflection (mid-way or final) to the required standards
- Present a 3-5 minute verbal summary to the class about your experience at the end of the semester

To earn 190 points

- Complete 15-19 hours of Service-Learning at a local nonprofit
- Present a 3-5 minute verbal summary to the class about your experience at the end of the semester

To earn 165 points

- Complete 10-14 hours of Service-Learning at a local nonprofit

To earn 150 points or less

- Complete less than 10 hours of Service-Learning at a local nonprofit

Acceptable Format

All written assignments are due as scheduled and must reflect a professional, consistent format. More details on this will be explained during class. Most importantly, please carefully cite your sources and reference course readings liberally as you seek to integrate and grapple with various perspectives and ideas. The biggest challenges for students are citing web-based materials and giving credit where credit is due in edited books with multiple authors.

Late Policy:

All assignments are due (should be posted on Canvas) at the beginning of the class period on the due date unless otherwise announced in class or posted on Canvas. No late assignments (including tests and quizzes) will be accepted unless the instructor has given approval prior to the due date and a new completion date

and consequences have been agreed upon. This arrangement should be made only under extreme circumstances. Make up exams will not be given. Please keep in mind that the few times prior approval is granted for deadline extensions on papers, usually a 10 percent deduction per 24-hour period will be given to any paper submitted late.

Tokens

Every student starts the course with 4 tokens available to them. A token can be “used” for one of 3 things:

1. To make up for a class absence – **must be requested within one week of absence and may be used only once during the semester.**
2. To get one 3-day extension for one weekly assignment – **must be requested at time of due date**
3. To have the option of “re-doing” an assignment the student failed to pass – **must be requested within one week of receiving the incomplete grade.**

Students can earn additional tokens by completing extra credit opportunities provided during the course.

At the end of the semester, **any student with 3 tokens or more** will be able to use those tokens for a special accommodation during the final exam. **This accommodation will be the opportunity to answer an additional extra credit question during the Final exam that is worth 10% of the final exam grade.**

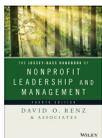
Extra Credit

Occasionally, events outside the classroom will be available that touch on materials from class and will be offered as extra credit for the course. Events will require prior approval from the instructor and evidence of your attendance. **Students may suggest options for extra credit to the professor for his consideration but there are no guarantees he will use them for such purpose.**

Student Responsibilities

1. Each student is responsible for his/her own work and learning and responsible for assignments or other announcements made in class. I will not tell you what to write down.
2. If you miss class for any reason, it is your responsibility to first check with a classmate for all notes and information you missed. Then, you may check with the professor for any clarifying questions you may have.
3. It is the student’s responsibility to maintain communication with the instructor by regularly checking her/his PLNU-assigned email and the course info on Canvas for announcements and changes to assignments.
4. Please turn off all phones during class time.
5. Please use computers only for in-class research and related topics.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES



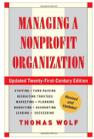
The Jossey-Bass Handbook of Nonprofit Leadership and Management, 4th edition (2016) – David O. Renz, editor & Associates. Jossey-Bass.



The Spiritual Danger of Doing Good (2013) by Peter Greer with Anna Haggard

Other required reading: Journal/News articles posted on Canvas, Canvas discussions as assigned

Supplementary Resources: Materials offered in Canvas or handed out in class during most weeks



Managing a Nonprofit Organization: Updated Twenty-First Century Edition (2012) - Thomas Wolf

ASSESSMENT AND GRADING

Grading will be based on the following activities:

Attendance (up to 50 points):	5%
Weekly Activities (up to 250 points):	25%
Mid-Term Exam (up to 150 points):	15%
Service-Learning Activity (25 hours) or Term Project (up to 250 points):	25%
Major Exit Exam or alternative assignment for non-majors (50 points):	5%
Final Exam (up to 250 points):	25%

Final grades will approximately follow this scale:

A	930 – 1000 points	C	730 – 769 points
A-	900 – 929 points	C-	700 – 729 points
B+	870 – 899 points	D+	670 – 699 points
B	830 – 869 points	D	630 – 669 points
B-	800 – 829 points	D-	600 – 629 points
C+	770 – 799 points	F	599 points or less

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. The final examination schedule is posted on the [Class Schedules](#) site. No requests for early examinations or alternative days will be approved.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See [Academic Policies](#) in the Undergraduate Academic Catalog.