

Syllabus for NPM-670

CRITICAL ISSUES IN NONPROFIT MANAGEMENT

COURSE DESCRIPTION

This course addresses current nonprofit management issues and trends that have both immediate and emerging impact on the U.S. civil sector. The course will cover issues of governance (accountability, transparency, and responsibility), performance management, and infrastructure development. It will also address new approaches to marketing, public relations, and development activities. Keeping in mind the contemporary economic environment, the course will examine new revenue streams for nonprofits in terms of their utility and long-term effects. The major goal of this course is to provide students with benchmarking theories and practical tools that will allow them to analyze contemporary management challenges and construct innovative solutions.

COURSE OBJECTIVES

After completing this course, you should be able to:

1. Evaluate elements of current nonprofit governance reform.
2. Analyze regulatory requirements and human resource patterns for nonprofit organization management.
3. Assess the effectiveness of various performance management methods.
4. Evaluate the impact of current marketing and public relations strategies on fundraising and bottom-line results.
5. Assess non-profit activities aimed at generating for-profit entities and new revenue streams.
6. Analyze, discuss, and critique new funding philosophies relative to capacity building, sustainability, and scalability.

COURSE MATERIALS

You will need the following materials to complete your coursework. Some course materials may be free, open source, or available from other providers. You can access free or open-source materials by clicking the links provided below or in the module details documents. To purchase course materials, please visit the [University's textbook supplier](#).

Required Textbooks

- Firstenberg, P.B. (2009). *The 21st century nonprofit: Managing in the age of governance*. New York: Foundation Center.
ISBN-13: 978-1595422491
- Andresen, K. (2006). *Robin hood marketing: Stealing corporate savvy to sell just causes*. San Francisco: Jossey-Bass.
ISBN- 13: 978-0787981488
- Goldberg, S.H. (2009). *Billions of drops in millions of buckets*. Hoboken, NJ: John Wiley & Sons, Inc.
ISBN-13: 978-0470454671

COURSE STRUCTURE

Critical Issues in Nonprofit Management is a three-credit graduate course, consisting of **four** modules. Modules include objectives, topics, study materials and activities. Module titles are listed below.

- **Module 1: Governance Reform**
- **Module 2: Performance Management**
- **Module 3: Marketing, Public Relations and Development Strategies**
- **Module 4: New Revenue Streams for Nonprofits**

ASSESSMENT METHODS

For your formal work in the course, you are required to participate in online discussion forums, complete written assignments, complete modules papers, and complete both a midterm and final paper. See below for more details.

Consult the Course Calendar for due dates.

Promoting Originality

One or more of your course activities may utilize a tool designed to promote original work and evaluate your submissions for plagiarism. More information about this tool is available in [this document](#).

Discussion Forums

Within each module you will participate in one or more online class discussion forums. All discussion forums take place asynchronously on the class Discussion Board.

Online discussions provide an opportunity for you to interact with your classmates. During this aspect of the course, you respond to prompts that assist you in developing your ideas, you share those ideas with your classmates, and you comment on their posts. Discussion board interactions promote development of a community of learners, critical thinking, and exploratory learning.

Please participate in online discussions as you would in constructive face-to-face discussions. You are expected to post well-reasoned and thoughtful reflections for each item, making reference, as appropriate, to your readings. You are also expected to reply to your classmates' posts in a respectful, professional, and courteous manner. You may, of course, post questions asking for clarification or further elucidation on a topic.

Located within the Evaluation Rubrics section of the course Web site is the rubric used in the grading of online discussions.

Written Assignments

Each module contains several types of assignments:

- Written Assignments (three per module): These assignments ask you to discuss or analyze key course concepts in written assignments of 1 to 3 pages in length.
- Module Papers (one per module): In each module you will read an article about the nonprofit field and analyze it in a paper of 2 to 5 pages. Some of these papers will involve case studies.

A Note About Written Assignments and Papers

Papers are intended to challenge you to show that you can apply the concepts, discuss relevant examples, and present your response in a concise but academically rigorous paper. While additional research is not required, exceptional papers will integrate relevant information and examples from external sources (with sources cited in correct APA format). When a paper is presented as a Case Study (as in Modules 1 and 4), more research may be appropriate. If the firm is hypothetical, extensive external research is not required. But when a case study deals with a real organization, program, or individual, you should do some additional research and reading to supplement information as given in the case.

Located within the Evaluation Rubrics section of the course Web site are the rubrics used in the grading of written assignments and module papers.

Midterm Paper

Your midterm paper will be a professional book review (of 3 to 6 pages) modeled on the type of review one might see in a trade or other professional journal. You will choose a book (a list of books is provided, but you may also choose a different book as long as you have your choice approved by your mentor) and write a practitioner-based review of it. A full description of the midterm paper is found in the Midterm Paper area of the course Web site.

This paper is due between modules 2 and 3; check the Course Calendar for the due date so that you make sure you'll have time to obtain and read the book before writing and submitting the paper.

Located within the Evaluation Rubrics section of the course Web site is the rubric used in the grading of the midterm paper.

Final Paper

Your final assessment will be a paper that allows you to synthesize and apply what you have learned in this course. You will read Steven Goldberg's book *Billions of Drops in Millions of Buckets* and write an 8- to 10-page paper that critiques Goldberg's ideas in light of other reading you have done in this course. Be sure to follow accepted research approaches and citation format (APA). A full description of the project and its requirements is found in the Final Paper area of the course Web site.

Located within the Evaluation Rubrics section of the course Web site is the rubric used in the grading of the final paper.

A Note About Research

The use of Wikipedia or other online encyclopedias for graduate-level papers is inappropriate. Aside from the uneven quality of the information that may be found in these sources, the real issue is that the information presented in these sources is "already digested." Use of such sources is an unacceptable shortcut for the graduate student. Students gathering information from these sites are essentially obtaining analyses done by someone else, not doing the work themselves. Rather than exploring the literature on a subject, such students are merely using the words of others who have already taken this vital step in academic research. It is imperative that graduate students be able to search the more academically-oriented literature, sift through useful (and not so useful) information, analyze, synthesize, and report the results of their activities. All of these steps are bypassed if information is cited from an online site such as Wikipedia. To sum up: Using information summarized or annotated by someone else is an unacceptable shortcut for a graduate student.

GRADING AND EVALUATION

Your grade in the course will be determined as follows:

- **Online discussions (4)**—10 percent
- **Written assignments (12)**—30 percent
- **Module papers (4)**—15 percent
- **Midterm paper**—15 percent
- **Final paper**—30 percent

All activities will receive a numerical grade of 0–100. You will receive a score of 0 for any work not submitted. Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are as follows:

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|----|---|--------|---|---|----------|
| A | = | 93–100 | B | = | 83–87 |
| A– | = | 90–92 | C | = | 73–82 |
| B+ | = | 88–89 | F | = | Below 73 |

To receive credit for the course, you must earn a letter grade of C or higher on the weighted average of all assigned course work (e.g., assignments, discussion postings, projects, etc.). Graduate students must maintain a B average overall to remain in good academic standing.

STRATEGIES FOR SUCCESS

First Steps to Success

To succeed in this course, take the following first steps:

- Read carefully the entire Syllabus, making sure that all aspects of the course are clear to you and that you have all the materials required for the course.
- Take the time to read the entire Online Student Handbook. The Handbook answers many questions about how to proceed through the course, how to schedule exams and arrange for proctors, and how to get the most from your educational experience at Thomas Edison State University.
- Arrange to take your examination(s) by following the instructions in this Syllabus and the Online Student Handbook.
- Familiarize yourself with the learning management systems environment—how to navigate it and what the various course areas contain. If you know what to expect as you navigate the course, you can better pace yourself and complete the work on time.

Study Tips

Consider the following study tips for success:

- To stay on track throughout the course, begin each week by consulting the Course Calendar. The Calendar provides an overview of the course and indicates due dates for submitting activities, posting discussions, and scheduling and taking examinations.
- Check Announcements regularly for new course information.

ACADEMIC POLICIES

To ensure success in all your academic endeavors and coursework at Thomas Edison State University, familiarize yourself with all administrative and academic policies including those related to academic integrity, course late submissions, course extensions, and grading policies.

For more, see:

- [University-wide policies](#)
- [Undergraduate course policies and regulations](#)
- [Graduate academic policies](#)
- [Nursing student policies](#)
- [Academic code of conduct](#)