Management 4093/5093  
Business and Nonprofit Organizations  
Spring 2015

Instructors:
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Office Hours: Please make an appointment  
Online: Desire2Learn (Online Classroom): http://oc.okstate.edu  
Distance Learning Support: spearsdistance@okstate.edu  
Phone: 405-744-4048

I. Course Prerequisites
There are no prerequisites for the undergraduate version of this class (MGMT 4093) however you must be admitted to the Graduate College in order to take the graduate version of the class (MGMT 5093).

The graduate version of this course along with MGMT 5163 (Nonprofit Fundraising) are the two required course for the Graduate Certificate in Nonprofit Management along with 6 credit hours chosen from a list of approved courses. More information may be found at the following: http://watson.okstate.edu/sustainability/#np.

II. Course Overview & Policies
A growing number of executives in nonprofits are recognizing the need to incorporate contemporary management skills into their organization and connect their organizations to related business. At the same time, many business executives interact with the nonprofit sector in their business operations or in their service as a board member for a nonprofit organization. This course will highlight management practices that can be applied across lines in both nonprofit organization and for-profit businesses. This course will focus on the strategy, governance, management and leadership of nonprofit organizations and explore how this sector fits into the business landscape.

This course is cross-listed between graduate (MGMT 5093) and undergraduate (MGMT 4093) students. Additional work will be required and higher standards will be applied to students seeking graduate credit for this course.
Course Goals & Objectives
In this class students will learn about the different types of nonprofit organizations, the distinct roles of top management and board members, how nonprofits can effectively monitor their performance and how nonprofits can secure the resources necessary to achieve their mission. This course is an important step in helping students prepare for a career in working for or interacting with nonprofit organizations.

All students who successfully complete this course will:

<table>
<thead>
<tr>
<th>Course Objectives</th>
<th>Program Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Explain the role of the nonprofit sector in a market economy; Evaluate decisions relative to a mission statement.</td>
<td>Ethical Decision Making</td>
</tr>
<tr>
<td>2. Describe the strengths and weaknesses of a nonprofit organization based on reading a case-study.</td>
<td>Effective Written Communication</td>
</tr>
<tr>
<td>3. Distinguish between different types of nonprofit organizations; Formulate a plan for a nonprofit facing a critical decision.</td>
<td>Critical Thinking</td>
</tr>
</tbody>
</table>

In addition, graduate students who successfully complete this course will:

<table>
<thead>
<tr>
<th>Course Objectives</th>
<th>Program Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Work with teammates to prepare reports and present recommendations.</td>
<td>Teamwork</td>
</tr>
<tr>
<td>5. Describe the operations and challenges facing a nonprofit organization based on individual research.</td>
<td>Effective Professional Communication</td>
</tr>
</tbody>
</table>

Texts and Supplementary Materials

Required Texts

Harvard online cases: [https://cb.hbsp.harvard.edu/cbmp/access/32162489](https://cb.hbsp.harvard.edu/cbmp/access/32162489)

References Recommended through Local Libraries or Bookstores

Attendance Policy
Although this is an online course, it is designed for interaction among the students. Participation is expected throughout the semester. Students who have not completed the “Proof of Enrollment” assignment in Desire2Learn by the end of the first week of class the course will be reported as not having attended class. The instructor will then recommend the student to drop the course.
Instructor Response Policy
The instructor(s) will make every attempt to abide by the following guidelines: a) to respond to student inquiries within 48 hours during Monday-Friday business hours; and b) to post grades for assignments in the D2L Gradebook within 10 days of the student turning in the assignment.

Final Exam Policy
The final exam will require the use of a proctor or an OSU approved testing center. Visit http://spears.okstate.edu/distance/guide. If you will use a testing center on the OSU campuses at Stillwater, Tulsa or OKC, fill out the Student Information Form. If you are located elsewhere, click on testing sites, choose the one closest or appropriate to you, and then fill out the Proctor Information Form. The forms are located on the Spears School of Business Distance Learning website: http://spears.okstate.edu/distance/forms/. Submit this form to Spears Distance Learning by March 31st. Contact the Spears School Distance Learning office at spearsdistance@okstate.edu, or call (405) 744-4048, if you have any questions regarding the proctoring/test center process.

Grading Policy
The grading scale for this class is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Introduction</td>
<td>0</td>
</tr>
<tr>
<td>Assignments (4 @ 125 pts each)</td>
<td>500</td>
</tr>
<tr>
<td>Unit Quizzes (4 @ 50 pts each)</td>
<td>200</td>
</tr>
<tr>
<td>Case Quizzes (2 @ 25 pts each)</td>
<td>50</td>
</tr>
<tr>
<td>Group Peer Evaluation (1 @ 50 pts)</td>
<td>50</td>
</tr>
<tr>
<td>Final</td>
<td>200 pts</td>
</tr>
<tr>
<td>Total Points</td>
<td>1000 pts</td>
</tr>
</tbody>
</table>

Letter grades will be assigned according to the standard scale.

900-1000 pts. = A
800-899 pts. = B
700-799 pts. = C
600-699 pts. = D
Below 600pts = F

Make-up Policy
Students are expected to take each quiz or exam on the date given and submit each assignment in a timely manner. If for any reason a student cannot attend an exam or submit an assignment, he or she must notify the instructor prior to the examination.
III. Description of Course Requirements and Grading Rubric

NOTE: Proof of enrollment and participation in the course requires the student to post a 60 second video self-introduction to the Class Discussion section of the class website.

Assignments
There will be four (4) assignments and each of them is worth 125 points.

Unit One: Nonprofit Sector Overview & Essentials
Nonprofit Sector: G: Graduate Students will prepare presentations in which they describe nonprofit organizations from different subsectors (social services, healthcare, environmental, etc. according to Salamon). Each graduate student will describe a single nonprofit organization in a video between 5 and 8 minutes in length. The student will also post a copy of his or her presentation information either Powerpoint or Prezi format. After posting the video & presentation document, each student will serve as a moderator of a threaded discussion on the D2L. The presentation must include the following information:
1. A brief overview of the NP subsector to which this organization belongs
2. Name, history, mission, and vision of NPO
3. Major functions and services of NPO
4. Structure of the staff and board of the NPO (including any pertinent major volunteer functions)
5. Income structure/budget (percentage of individual/government/foundation
6. Something unique about this organization and why you are drawn to its work.

UG: Undergraduate students will watch 8 of the videos prepared by the graduate students. and post two items (one comment and one question) to the threaded discussion for each video. These posts will be answered by the thread moderator. **Students are expected to write professionally & demonstrate appropriate “netiquette” on the D2L site. See below**

Unit Two: Mission, Leadership & Governance
“Create your own nonprofit organization” is the name of this assignment. Each student should think of an NPO that he or she would like to establish and prepare a 3-5 page portfolio/report of the following information (state forms are not included in this page amount):
1. Give your organization a good name (Check availability of name through your state. In Oklahoma go to www.sos.gov.ok/charity).
2. Write a one page, narrative, executive summary of your NPO and include the following information: a) the purpose of the NPO; b) the type of work it will do; c) why you want to establish this organization; d) according to Lester Salamon, in which nonprofit SUBSECTOR does it belong?; e) in which category of the National Taxonomy of Exempt Organizations does it belong (Worth, 2014, p. 25)?
3. Create the following items and include on 1-2 pages: A. Mission Statement, B. Vision Statement  C. Core Values of the Organization
4. Fill out the necessary paperwork for your state in order to REGISTER & INCORPORATE a nonprofit organization.
Unit 2 Assignment (cont.)

5. Create a structure for both the Board of Directors (at least 7 people) & the paid staff (at least 3 people). Include the types of people you want on the board (see Board Matrix Template for help.) Include the title and a brief description of each staff position’s duties.

6. Funding plan: This should describe real possible funding sources outside of fees & individual contributions for your NPO. For example, find 4-5 sources of income from actual corporations, corporate foundations, private or family foundations, other organizations, and/or federal, state or local government that contribute to NPOs with similar missions as yours.

Unit Three: Management & Measurement

Group case write-up on “Night Ministries” case. There will be an individual quiz on facts from this case as noted below. A video explaining this analytical assignment will be posted.

Unit Four: Institutional/Organizational Advancement

Group case write-up on “Healthcare Center for the Homeless” case. There will be an individual quiz on facts from this case as noted below. A video explaining this analytical assignment will be posted.

For the unit 3 & 4 assignments, students will work in assigned groups to complete the case analysis. Graduates and undergraduates will be in separate groups. You will be provided with the analysis questions one week before the write-up is due. The analysis should be typed, single-spaced, with 1-inch margins and a 12-pt. font. Total length of each should be no more than 5 pages OR as assigned per case, and submitted to your group’s dropbox on D2L.

Peer Evaluation for Group Projects

Performance evaluation is an important facet of a manager’s job. This evaluation will be written as a professional memorandum as if the instructor is your supervisor. The student will write a fair and accurate evaluation of each group member including him or herself. More specific guidelines will be provided regarding format & evaluation criteria.

Quizzes

Each student will take 4 unit quizzes & 2 case quizzes throughout the semester, all delivered via Desire2Learn. Unit quizzes will be available from 12:01am through 11:59pm of the week they are assigned. The quiz content will largely be based on video lectures and readings for that unit. The online quizzes include multiple-choice and short essay questions. Each unit quiz will be worth 50 points. Case quizzes will be available from 12:01am through 11:59pm of the week they are assigned. Case quizzes are based on factual information from each case brief. Each case quiz will be worth 25 points.

Final Exam

The final exam is cumulative and will be in the same format as the quizzes. The essay questions will be based on the 2 group case projects completed for units 3 and 4. The final exam will be worth 200 points.
IV. University Policy
Please click on the following link for additional current information related to this course regarding important dates, drop/withdraw policies, electronic communication and other important items.
http://academicaffairs.okstate.edu/images/Patty/FacultyandStaffResources/Syllabus/spring%202015%20syllabus.pdf

Academic Integrity
101 Whitehurst, 405-744-5627 http://academicintegrity.okstate.edu
OSU is committed to maintaining the highest standards of integrity and ethical conduct. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple fabricating information, helping advance access to examinations, and altering academic records) will result in an official academic sanction. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, and being suspended from the University. You have the right to appeal the charge. Go to http://academicintegrity.okstate.edu for a video on OSU’s academic integrity policy and additional information.

Copyright & Fair Use Policy of Course Materials
Course materials may not be published, leased, sold to others, or used for any purpose other than appropriate OSU-related individual or group study without the written permission of the faculty member in charge of the course and other copyright holders. This paragraph grants you a limited license giving you access to materials for this course, including PowerPoint slides, audio/video recordings, written, or other materials, for appropriate OSU-related educational use only. Lectures should not be recorded without permission from the faculty member and must not be further disseminated or shared.

Accessibility
Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, go to: http://sds.okstate.edu

V. Professional Written Communication and Internet Netiquette Guidelines
In this course, you are being evaluated on your written communication skills. Your discussion board contributions are included in this evaluation, please consider this fact, as well as netiquette, when posting on the discussion boards. Netiquette is the melding of the words "network" and "etiquette", it refers to the manner in which communication is conveyed in an electronic environment.
Here are some guidelines for communication within this course:

- Include a subject line with a concise statement describing the email or discussion post.
- Write in complete sentences with correct grammar and spelling.
- Proofread for errors before posting a message.
- Be careful with humor and sarcasm.
- Respect others' opinions. If you disagree with what another has said, post your thoughts in an objective, respectful manner. Do not make remarks that can be taken personally.
- Reflect upon the text you have entered before posting.
- Keep the discussion within the scope of the course material.
- Before you respond to a threaded message, read all the messages related to that message that have been previously posted.
- Send out an email to a group using the blind carbon copy field – BCC does not allow your recipients to view who was sent the email.
- REFRAIN FROM USING ALL CAPS. It is considered SHOUTING when communicating online.
- Do not post or forward offensive or racially insensitive jokes or comments.
- Don’t respond to personal attacks: Contact the instructor for action and referral.
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading and Video Assignments</th>
<th>Due 11:59pm on <em>day</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>1/12</td>
<td>#1</td>
<td>Nonprofit Management as a Profession &amp; Field of Study</td>
<td>Worth, Chapter 1 Video &amp; discussion Post self-introduction to Discussion Board <em>Sunday</em></td>
</tr>
<tr>
<td>1/19</td>
<td>#2</td>
<td>Overview of the NP Sector</td>
<td>Worth, Chapter 2 Video &amp; discussion *G – Video Preparing Assignment #1</td>
</tr>
<tr>
<td>1/26</td>
<td>#3</td>
<td>Differences &amp; Challenges in Different NP Sectors</td>
<td>Salamon, Chapter 1 (on D2L) Video: Resilient Sector &amp; discussion *UG – Video Preparing Assignment #1 G – Post NP Sector presentation <em>Sunday</em> Request Group Members <em>Sunday</em></td>
</tr>
<tr>
<td>2/2</td>
<td>#4</td>
<td>Theories of the NP Sector &amp; NP Organizations</td>
<td>Worth, Chapter 3 Video &amp; discussion UNIT QUIZ #1<em>Wed/Thurs</em> UG– NP Sector Assignment <em>Sunday</em></td>
</tr>
<tr>
<td>2/9</td>
<td>#5</td>
<td>Nonprofit Governing Boards</td>
<td>Worth, Chapter 4 Videos parts 1 &amp; 2 &amp; discussion *Video Preparing Assignment #2</td>
</tr>
<tr>
<td>2/15</td>
<td>#6</td>
<td>Executive Leadership in NP</td>
<td>Worth, Chapter 5 Videos parts 1 &amp; 2 &amp; discussion</td>
</tr>
<tr>
<td>2/23</td>
<td>#7</td>
<td>Mission &amp; Vision</td>
<td>3 Articles on Website Dan Pallotta Video Video &amp; discussion UNIT QUIZ #2 <em>Wed/Thurs</em> Assignment #2 <em>Sunday</em></td>
</tr>
<tr>
<td>3/2</td>
<td>#8</td>
<td>Ensuring Accountability &amp; Measuring Performance</td>
<td>Worth, Chapter 6 Videos parts 1 &amp; 2 &amp; discussion</td>
</tr>
<tr>
<td>3/9</td>
<td>#9</td>
<td>Strategic Planning &amp; Management</td>
<td>Worth, Chapter 7 Video &amp; discussion *Video Preparing Assignment #3</td>
</tr>
<tr>
<td>3/16</td>
<td>---Spring Break---</td>
<td>---Spring Break---</td>
<td>---Spring Break---</td>
</tr>
<tr>
<td>3/23</td>
<td>#10</td>
<td>Staff &amp; Volunteer Personnel Management</td>
<td>Worth, Chapter 9 Video &amp; discussion Case QUIZ #1<em>Wed/Thurs</em> *Submit Testing/Proctor Form to Distance Learning</td>
</tr>
<tr>
<td>3/30</td>
<td>#11</td>
<td>Financial Management</td>
<td>Worth, Chapter 14 Videos parts 1 &amp; 2 &amp; discussion UNIT QUIZ #3<em>Wed/Thurs</em> “Night Ministry” write-up/Assignment #3<em>Sunday</em></td>
</tr>
<tr>
<td>4/6</td>
<td>#12</td>
<td>Fundraising &amp; Development</td>
<td>Worth, Chapters 11 &amp; 13 Videos parts 1 &amp; 2 &amp; discussion</td>
</tr>
<tr>
<td>4/13</td>
<td>#13</td>
<td>Marketing &amp; Communications</td>
<td>Worth, Chapter 10 Video &amp; discussion *Video Discussing Assignment #3 *Video Preparing Assignment #4</td>
</tr>
<tr>
<td>4/20</td>
<td>#14</td>
<td>Outreach</td>
<td>Articles on Website Video &amp; discussion Case QUIZ #2 <em>Wed/Thurs</em> Peer Evaluation <em>Sunday</em></td>
</tr>
<tr>
<td>4/27</td>
<td>#15</td>
<td>Advocacy &amp; Lobbying</td>
<td>Worth, Chapter 15 Topic video &amp; discussion Class Wrap Up video UNIT QUIZ #4<em>Wed/Thurs</em> “Healthcare Center…” write-up/Assignment #4<em>Sunday</em></td>
</tr>
<tr>
<td>5/4</td>
<td>FINALS</td>
<td>FINAL</td>
<td>Available Monday 5/4 @ 7am thru Thursday, 5/7 @ 10 pm</td>
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*Video Lectures: some lectures may not be released until the specified week.*