

PA 3500: Nonprofit Organization and Management
School of Public Administration
University of Nebraska at Omaha

Fall 2017

A1. Instructor and administrative information

Instructor:	Abhishek Bhati
Email:	abhati@unomaha.edu (preferred contact method)
Campus Address:	School of Public Administration University of Nebraska at Omaha
Office Hours:	By Appointment
Required Text:	Tschirhart, M & Bieledelf, W. (2012) Managing Nonprofit Organizations Jossey-Bass ISBN: 978-0-470-40299-3
DVD:	Slumdog Millionaire (2008, Director: Danny Boyle) Lion (2016, Director: Garth Davis)
Class Timing	Monday and Wednesday (2:30-3:45PM) Allwine 304 Dodge Campus

B1. Course Description

Nonprofit organizations play a crucial role in our lives and across the world. Nonprofit organizations help millions of poor by providing basic necessities such as food, education and health care in the United States and around the world. Nonprofits provide these products and services, sometimes just by themselves or in some cases networking with for-profit and/or government institutions.

The course hopes to stir students' thought processes by focusing on issues related to poverty and social inequality and thereby laying the foundation for the role of nonprofits in our society. This course is designed to provide students with a general overview of the nonprofit sector, understanding the working of nonprofit organizations, strategic planning, resource acquisition and management, and issues of ethical concerns. The course material aims at fostering critical thinking among students by applying theoretical concepts from the literature to solve real life problems faced by nonprofit executives and leaders.

B3. Level of Effort and Expectation

Students are expected to read the course material thoroughly and apply critical thought to the readings and reflect on practical learning outcomes. Further, students are expected to spend 3-6 hours a week on the course readings to perform as per expectations in class discussions and assignments. Assignments will be graded on all aspects of students writing, including grammar, logic, formatting, and use of APA style.

During each week, students are expected to participate in-class discussions, submit post online, or submit various assignments. Students are required to comply with the deadlines as stated in the syllabus and on the course Blackboard site.

C1. Course Components

1. In-class (70 points)

Each week 5 points will be awarded for attendance, class participation (both quantity and quality), and readiness for the class by thoroughly preparing for each class.

2. Critical Reflection Assignment (50 points)

After listening to the podcast of Katherine Boo, “Finding ‘Life, Death and Hope’ in Mumbai Slums,” watching Danny Boyle’s *Slumdog Millionaire* and Garth Davis, students should write a **1,500 words blog**. Using these three sources, blog should include student’s thoughts on poverty, the life of the poor and how you might want to help millions of poor across the world. The purpose of the assignment is to promote critical and creative thoughts among students and relate portrayal of poor in popular media such as movies and books with this course. You are encouraged to post your blog on blogging website like Wordpress.com or Medium.Com. However, it is not course requirement to publish blog online. Students are also encouraged to post response on other’s blog. I will list the names of blog of all students interested in publically making their blog available for others to read. There is no points for publishing the blog online or commenting on it. The blog should include your own understanding of these questions and provide support (i.e., specific instance to demonstrate your intellectual engagement with the podcast and movies:

1. You are hired by an international Foundation to help poor in developing countries such as India. You are asked to come with a criterion to identify poor. For instance, World Bank defines poor as individual living under \$1.90. Using narrations from the movie or/and podcast describe who is poor according to you? Also, do you think same level of poverty exists in the United States as compared to developing countries around the world?
2. Describe in your own words the Doyle’s (*Slumdog Millionaire* movie Director) and Davis’s (*Lion* movie Director) portrayal of poverty in India. Provide instances/scenes from the movie, describe your feelings. Also, was there any particular scene or instance in the movie that made you wonder about the hardship poor have to go through on everyday basis? *Important note:* The purpose of this assignment is reflect on poverty and

its implications on lives of people. Please do not write the synopsis of the movies. Focus on parts related to poverty and lives of poor.

3. As a student of this course, do you think you want to help poor to get better access to basic necessities? If so, what is one area of problem you saw in the movie that you want to be a change leader and why? What changes do you want to see this world?

Assignment is due in Week- 4 (**6th September 2017, Wednesday at 11.59 PM CST**)

3. Learning Summary Assignment (50 points)

Based on the online discussion in Week 7 (reading chapter 5 and case study of 2V/ACT: Planning for change and determining Relevance), **students should write a 5-6 pages (double spaced) report** on learnings for week-7 discussion. The learning summary should answer following questions:

1. Do you think strategic planning is theoretical, or it has limited utility in practice? Justify your answer using any example in chapter 5 of the Tschirhart & Bielefeld.
2. What do you understand by SWOT analysis?
3. Assume that you are Liz Vivian, executive director of 2V/ACT. As mentioned in the page 9-10 of the case study, you (Liz Vivian) is presented with 'the three options'. Which of these three options you will choose and why? Justify your answer using concepts from readings and supplement it with arguments using SWOT analysis at p. 3 of the case.

The learning summary is due on Week – 9 (**16th October 2017, Wednesday at 11.59 PM CST**).

4. Mentor Interview Assignment (130 points)

Students should select a nonprofit organization that they are interested in (you can select an organization where you are currently working or have previous work experience or volunteering experience). Students are supposed to request the selected organization's executive or assistant executive director to be a mentor and contact for you during this course. Students are required to conduct an interview (or two interviews) with selected contact and ask questions related to organization's mission and vision, strategic planning, short and long term goals, issues related to effective leadership and human resource management etc.

The total length of assignment should be around **8-10 pages** (double spaced). Additional details about the assignment would be posted on the blackboard. **Please DO NOT make contact with potential mentors until approved by the instructor, so that we avoid duplicate requests.**

Some of the sample questions to address to your mentor:

1. What is it like to be a _____? (Executive Director, Development Director, etc.)
2. What do you like most about your career? Least?
3. How do your organization's vision, mission and values influence your day-to-day operations and management?
4. How often do you prepare strategic plans? Do strategic plans align with organization's mission and vision? Do strategic plan change over time, if yes why?

5. What are the most difficult things you face in your organization currently? How are you addressing these?
6. What do you see are upcoming trends, opportunities or important issues in the field?
7. Add other things you would like to ask...

Important note: This assignment can be done individually or in group of maximum of two students.

Deadline (6th December 2017, Wednesday at 11.59 PM CST).

Timelines for Mentor Interview Assignment

Dates	Points	Description
13 th September, 2017	10	Email instructor about the chosen mentor, name of organization and group members (if working in the group)
16 th October 2017	10	Provide the list of questions for interview to the instructor by email
20 th November 2017	10	Perlimiary findings and analysis from interview
6 th December 2017	100	Mentor assignment to be submitted on Blackboard after incorporating feedbacks on draft report

D. Grading

Assignment	Points
Class Participation	70
Critical Reflection Assignment (Assignment # 1)	50
Learning Summary Assignment (Assignment # 2)	50
Mentor Interview Assignment (Assignment # 3)	130
Total points	300

Total points are 300. Total points earned will be divided by 300 to calculate the percentage. The letter grade will be awarded based on the following scale:

A+	98-100%	C	73-76.9%
A	93-97.9%	C-	70-72.9%
A-	90-92.9%	D+	67-69.9%
B+	87-89.9%	D	63-66.9%
B	83-86.9%	D-	60-62.9%
B-	80-82.9%	F	<60%
C+	77-79.9%		

D1. Deadlines

1. Since this class is internet mediated, it is extremely important that students comply with deadlines as assigned. This enables us to maintain an active discussion.

2. Each week begins on Monday at 12:01 AM and end on Sunday at 11:59 PM CST.
3. Unless stated otherwise, due dates for each assignment are usually Wednesday 11.59 PM.

D1. Missed Deadlines

Papers must be submitted on the scheduled date. Any paper not turned in on the scheduled date will be deemed late and assessed a 10% penalty for that day and a ten percent penalty for every additional late day. No paper will be accepted for a grade more than four (4) days (that is, 96 hours) after the initial due date.

A deadline extension without penalty will be allowed only in a highly unusual and unavoidable circumstances, such as a physician-documented family emergency or illness.

E. Grades of “Incomplete”

Incompletes will be given only on the basis of UNO Undergraduate polies. UNO Undergraduate policies states that “Incompletes will only be given if the student has already substantially completed the major requirements of the course”. Please see the Undergraduate Catalog for full rules regarding granting of an Incomplete, as this grade represents an exceptional, not a normal, circumstance.

F. Disability Services

Accommodations are provided for students who are registered with Disability Services and make their request sufficiently in advance. For more information, contact Disability Services (EAB 117, Phone 402.554.3799) or go the website: www.unomaha.edu/disability.

G. Academic Honesty

The UNO Undergraduate Catalogue states the following:

“The maintenance of academic honesty and integrity is a vital concern of the University community. Any student found guilty of academic dishonesty shall be subject to both academic and disciplinary sanctions.”

H. Blackboard Layout:

As this course is conducted completely on-line, it is imperative that all students are familiar with the UNO Blackboard site and this course site. The following will help you navigate the course site.

- a. **Announcement tab:** The course is set to open to this tab. Please keep updated of what is happening in the course by reviewing this tab often.
- b. **Course Homepage tab:** This tab is somewhat redundant to the Announcement tab, but you should monitor.
- c. **Course Information & Documents tab:** This tab contains the syllabus, grading rubrics, and information about the text. All items under this tab are required readings.

- d. **Weekly Reading & Assignment tab:** This tab is broken up week-by-week. You must refer to this tab to make sure you understand the requirements for each week. This tab enables you to access all required readings and other information to succeed during the week.
- e. **Discussion Board tab:** This tab is also broken into weekly sections. Post your response using create thread with your first and last name.
- f. **Assignment tab:** You must use this tab to submit assignments.
- g. **Contact Instructor tab:** this tab contains my contact information.
- h. **My Grades tab:** Use this tab to monitor your grade progress during the course.
- i. **Email tab:** Use this tab to send e-mails to other members of the course or to me.

I. Class Schedule

Week	Dates	Work Due
1.	21 st Aug (Monday)	<i>Introductions</i>
	23 rd Aug (Wednesday)	<i>Ch 1: Understanding nonprofit organizations</i> <i>Read: What is a nonprofit organization?</i>
2.	28 th Aug (Monday)	<i>Ch 4: Organizational Structure</i> <i>Podcast: Finding 'Life, Death and Hope' in Mumbai Slum (20.42 mins) (BB)</i> <i>Watch: Slumdog Millionaire (Homework)</i>
	30 th Aug (Wednesday)	<i>Ch 4: Organizational Structure (Cont.)</i> <i>Watch: Lion (Homework)</i>
3.	4 th September (Monday)	<i>No Class: Labor Day</i>
	6 th September (Wednesday)	Submit Assignment # 1 via Blackboard
4.	11 th September (Monday)	<i>Ch 10: Executive Directors and Leadership</i>
	13 th September (Wednesday)	<i>Ch 10: Executive Directors and Leadership (Cont.)</i> <i>Case Study: Between a Rock and a Boulder (BB)</i>
5.	18 th September (Monday)	<i>Ch 11: Strategic Human Resource Management</i>
	20 th September (Wednesday)	<i>Ch 11: Strategic Human Resource Management (Continue)</i> <i>Guest Speaker</i>
6.	25 th September (Monday)	<i>Ch 6: Resource Acquisition</i>
	27 th September (Wednesday)	<i>Ch 6: Resource Acquisition (Continue)</i> <i>Guest Speaker</i>
7.	2 nd October (Monday)	<i>Ch 8: Marketing</i>
	4 th October (Wednesday)	<i>Ch 8: Marketing (Continue)</i>
8.	9 th October (Monday)	<i>Ch 5: Formulation of Strategy</i>
	11 th October (Wednesday)	<i>Ch 5: Formulation of Strategy (Continued)</i>

		<i>Case Study: 2V/ACT (BB)</i>
9.	16 th October (Monday)	Submit Assignment # 2 via Blackboard
	18 th October (Wednesday)	Discussion about mentor assignment & Wrap-up
10.	23 rd October (Monday)	<i>Ch 7: Financial Stewardship and Management</i>
	25 th October (Wednesday)	<i>Ch 7: Financial Stewardship and Management</i>
11.	30 th October (Monday)	<i>Ch 12: Motivation and Performance</i>
	1 st November (Wednesday)	<i>Ch 12: Motivation and Performance (Continue)</i>
12.	6 th November (Monday)	<i>Ch 13: Program Evaluation</i>
	8 th November (Wednesday)	<i>Ch 13: Program Evaluation (Continue)</i>
13.	13 th November (Monday)	<i>Ch 15: Partnerships, Alliances, and Affiliations</i>
	15 th November (Wednesday)	<i>Ch 16: Organizational Change and Innovation</i>
14.	20 th November (Monday)	<i>Ch 16: Organizational Change and Innovation (Continue)</i>
	22 nd November (Wednesday)	<i>No Class: Student Holiday</i>
15.	27 th November (Monday)	<i>Ch 17: Effective and Ethical Organizations</i>
	29 th November (Wednesday)	<i>Ch 17: Effective and Ethical Organizations (Continue)</i> <i>Case study: Ethical Considerations in Fundraising (BB)</i>
16.	4 th December (Monday)	Brief presentations about final assignments and
	6 th December (Wednesday)	Final report due via blackboard