Nonprofit Management and Leadership  
PMAP 3231  
Spring 2017

Professor: Tiffany Tolbert, MNO  
Contact Phone: 404-413-0121  
Email: ttolbert12@gsu.edu  
Office Hours: By Appointment  
Class Meetings: Mondays; 7:15pm – 9:45pm  
Class Location: Aderhold Learning Center, Room 12

Course Description:

This course will examine the theoretical and practical issues associated with leading and managing nonprofit organizations. Theories and analytic frameworks about leadership and management will be examined along with the appropriate roles and responsibilities of leaders and managers of nonprofit charitable organizations. In additions, other topic to be covered include, but are not limited to, board governance, nonprofit enterprise, accountability and program evaluation, collaborations and mergers and advocacy. Class participants will also examine their leadership style and role throughout this course. The role of leaders and managers will be integrated into discussion topics throughout the course.

Course Objectives:

- To provide working knowledge of the current theoretical and practical issues of nonprofit leadership and management.
- To build awareness of the leadership and management challenges found in the nonprofit sector.
- To develop critical thinking about different approaches to nonprofit leadership/management.
- To provide a working knowledge of how to manager specific areas of nonprofit leadership and operations including boards, staff, fiscal accountability, strategic planning, collaborations, and advocacy.
- To provide practical experience through case study and self-analysis about nonprofit leadership and management issues.

Course Requirements:

Each student must complete the assigned readings as scheduled and on time.

Each student must actively participate in class discussions.

Each student must complete all assignments and submit them on time.

Each student must be respectful of others students’ ideas, perspectives and experiences.

Required Texts:

Other readings on iCollege where indicated in the syllabus.

**Grade Weights:**

Class Preparation, Quality Participation, and Engagement 20%
- Including homework, quizzes, and in-class exercises

Online Quizzes/Exam & Discussion Board (iCollege) 30%

Final Requirement Group Project
  - Paper 25%
  - Presentation 15%
  - Peer Review 10%

**Grade Calculations:**

The final grade will be calculated as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Overall Score</th>
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</thead>
<tbody>
<tr>
<td>A+</td>
<td>97.00 – 100.00</td>
</tr>
<tr>
<td>A</td>
<td>93.00 – 96.99</td>
</tr>
<tr>
<td>A-</td>
<td>90.00 – 92.99</td>
</tr>
<tr>
<td>B+</td>
<td>87.00 – 89.99</td>
</tr>
<tr>
<td>B</td>
<td>83.00 – 86.99</td>
</tr>
<tr>
<td>B-</td>
<td>80.00 – 82.99</td>
</tr>
<tr>
<td>C+</td>
<td>77.00 – 79.99</td>
</tr>
<tr>
<td>C</td>
<td>73.00 – 76.99</td>
</tr>
<tr>
<td>C-</td>
<td>70.00 – 72.99</td>
</tr>
<tr>
<td>D</td>
<td>60.00 – 69.99</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60.00</td>
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</tbody>
</table>

Class Preparation, Quality Participation, and Engagement

The classroom is an open forum in which all relevant contributions are welcomed and valued. During class sessions, the instructor will present material, pose questions for discussion (oral quiz), help the class focus on points of dispute, and aid in the process of critical inquiry. Some time will be devoted to individual or groups exercises.

Students are expected to attend class, complete all reading and assignments on time, and actively participate in discussions and in-class exercises. As mentioned below, attendance and the level and quality of students’ contributions are a grading factor in the course. Students will have the opportunity to lead class discussions during the semester as a part of the class preparation and quality participation grade.

I consider how frequently, valuable, and constructive a student’s contribution is to class discussions and exercises. This course relies on quality student participation to function properly. I will call on students by name to address discussion topics, so I expect that you will have completed the required readings for
each class. I strongly recommend that you supplement the required readings with others drawn from the suggested resources list and other nonprofit literature sources.

iCollege is the learning platform for course assignments, communications and discussion board. Please check course content and email frequently for assignments, readings and requirements. The instructor will communicate with you through iCollege and will expect your electronic communication through iCollege as well. Please be aware of the iCollege maintenance schedule (provided online) when iCollege will be unavailable.

**Policy on Class Attendance, Absences, and Late Assignments**

**GSU Policy on Class Attendance**

Students are expected to attend class and abide by the instructor’s attendance/absence policy (stated in the course syllabus). This pertains to face-to-face classes as well as on-line/hybrid classes. Students may receive excuses absences for the following as listed in the Student Coe of Conduct Manual (p.45): Please provide appropriate documentation as evidence for an excused absence. **You must maintain at least an 80% on-time attendance rate to remain in the course.**

The quality of this class is contingent on the diversity of ideas and perspectives shared in class so please try to minimize absences. If you plan to miss a class, please notify the instructor at least 2 days in advance. Unexcused absences will negatively impact your grade.

**No late assignments will be accepted.** The assignment is due when it is scheduled to be submitted.

There will be no make-up exams or assignments. A death in the immediate family and your hospitalization are the only two reasons that come close to mind for missing an assignment or exam. In either of these cases, I should be notified as soon as possible and no later than the start of the test or deadline.

In only rare circumstances will I award a grade of Incomplete. As with the exams and assignments, a death in the immediate family and your hospitalization are the only two reasons that would persuade me to give you an Incomplete.

**Reasonable Accommodations**

Students with disabilities that could affect their ability to participate or perform well in the course should see me early in the semester. I am receptive to these situations and will make reasonable accommodations. Students who wish to request accommodation for a disability may do so by registering with the Office of Disability Services (ODS). Students may only be accommodated upon issuance by ODS of a signed Accommodation Plan and are responsible for providing a copy of that plan to me.

**Plagiarism and Academic Honesty**

Established rules covering plagiarism and academic honesty must be followed at all times. It is the student’s responsibility to know the meaning of plagiarism and when it occurs. “As members of the academic community, students are expected to recognize and uphold standards of intellectual and
academic integrity. The university assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Both the ideals of scholarship and the need for fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work.”

The Policy on Academic Honesty is published in Section 409 of the Faculty Affairs Handbook and On Campus: The Undergraduate Co-Curricular Affairs Handbook and is available to all members of the university community. Please note:

A. Plagiarism: Plagiarism is presenting another person's work as one's own. Plagiarism includes any paraphrasing or summarizing of the works of another person without acknowledgment, including the submitting of another student's work as one's own. Plagiarism frequently involves a failure to acknowledge in the text, notes, or footnotes the quotation of the paragraphs, sentences, or even a few phrases written or spoken by someone else. The submission of research or completed papers or projects by someone else is plagiarism, as is the unacknowledged use of research sources gathered by someone else when that use is specifically forbidden by the faculty member. Failure to indicate the extent and nature of one's reliance on other sources is also a form of plagiarism. Any work, in whole or in part, taken from the Internet or other computer-based resource without properly referencing the source (for example, the URL) is considered plagiarism. A complete reference is required in order that all parties may locate and view the original source. Finally, there may be forms of plagiarism that are unique to an individual discipline or course, examples of which should be provided in advance by the faculty member. The student is responsible for understanding the legitimate use of sources, the appropriate ways of acknowledging academic, scholarly or creative indebtedness, and the consequences of violating this responsibility.

B. Cheating on Examinations: Cheating on examinations involves giving or receiving unauthorized help before, during, or after an examination. Examples of unauthorized help include the use of notes, computer based resources, texts, or “crib sheets” during an examination (unless specifically approved by the faculty member), or sharing information with another student during an examination (unless specifically approved by the faculty member). Other examples include intentionally allowing another student to view one's own examination and collaboration before or after an examination if such collaboration is specifically forbidden by the faculty member.

C. Unauthorized Collaboration: Submission for academic credit of a work product, or a part thereof, represented as its being one's own effort, which has been developed in substantial collaboration with another person or source, or computer-based resource, is a violation of academic honesty. It is also a violation of academic honesty knowingly to provide such assistance. Collaborative work specifically authorized by a faculty member is allowed.

D. Falsification: It is a violation of academic honesty to misrepresent material or fabricate information in an academic exercise, assignment or proceeding (e.g., false or misleading citation of sources, the falsification of the results of experiments or of computer data, false or misleading information in an academic context in order to gain an unfair advantage).

E. Multiple Submissions: It is a violation of academic honesty to submit substantial portions of the same work for credit more than once without the explicit consent of the faculty member(s) to whom the material is submitted for additional credit. In cases in which there is a natural development of research or knowledge in a sequence of courses, use of prior work may be desirable, even required; however the student is responsible for indicating in writing, as a part of such use, that the current work submitted for credit is cumulative in nature.
University, School, and Department policies require that I inform you that plagiarism and other forms of academic dishonesty will result in a grade of “F” on the assignment and likely in the course as well. You should be aware that academic dishonesty may also result in your dismissal from the University.

The policy will be strictly enforced, particularly as it relates to plagiarism and related concerns. I take academic honesty very seriously, so any cases of dishonesty will result in an automatic F grade and will be reported to the university.

**Policy on Laptops, Cell Phones and Tablets**

Students are not allowed to use cell phones during class. Any student taking a call will be asked to leave the room. Laptops and Tablets may be used for taking notes and researching relevant PMAP 3231 topics. All other laptop and tablet use during class is not permitted.

**Voluntary Withdrawal**

After the last day to add/drop a course, student may “withdraw” from a course when they decide to stop attending. Withdrawing from a course prior to the midpoint of the term makes the student eligible for a grade of W if the withdrawal limit has not been exceeded. This grade is reflected on the student’s official record. After the midpoint the student will receive the grade the instructor assigns. The last day to withdraw with a W or WF is February 28th.

**Course Evaluation**

Your constructive assessment of this course plays an indispensable role in shaping education at Georgia State University. Upon completing the course, please take the time to fill out the online course evaluation.
Proposed Course Schedule and Assignments

This schedule will serve as a guide but not a rigid constraint throughout the semester; deviations may be necessary. Any changes in the syllabus or course schedule will be announced in advance by the instructor.

Week 1
Jan 9
Defining and Describing the Nonprofit Sector
Introductions, Expectations and Requirements

Week 2
Jan 16
MLK, Jr. Holiday
NO CLASS
Plagiarism Quiz
http://www.lib.usm.edu/legacy/plag/plagiarismtutorial.php

Week 3
Jan 23
Nonprofit Organizations
Worth Chs. 1 & 2
Journal Readings
Quiz 1 due by noon in iCollege

Week 4
Jan 30
Executive Leadership
Worth Chs. 5
Journal Readings
Quiz 2 due by noon in iCollege

Week 5
Feb 6
Nonprofit Governing Boards
Worth Ch. 4
Journal Readings
Quiz 3 due by noon in iCollege

Week 6
Feb 13
Managing Human Resources
Worth Ch. 9
Journal Readings
Quiz 4 due by noon in iCollege

Exam I Online (iCollege)

Week 7
Feb 20
Strategic Leadership
Worth Ch 7

Week 8
Feb 27
Measuring Performance
Worth Ch 6
Journal Readings
Quiz 5 due by noon in iCollege
Group Formation and Topic Approval

Feb 28
Last Day for Voluntary Withdrawal
Semester Midpoint
Exam II Online (iCollege)

Week 9
Mar 6
Final Project Group Work

Week 10
Mar 13
Spring Break
No Class
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Chapters</th>
<th>Additional Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 11</td>
<td>Capacity and Collaboration/Government Support</td>
<td>Chs. 8 &amp; 13</td>
<td>Quiz 6 due by noon in iCollege</td>
</tr>
<tr>
<td>Mar 20</td>
<td>Earned Income Strategy &amp; Social Entrepreneurship</td>
<td>Chs. 12 &amp; 17</td>
<td>Quiz 7 due by noon in iCollege</td>
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<tr>
<td>Week 12</td>
<td>Philanthropic Fundraising and Financial Management</td>
<td>Chs. 11 &amp; 14</td>
<td>Quiz 8 due by noon in iCollege</td>
</tr>
<tr>
<td>Apr 3</td>
<td>Managing International NGO’s</td>
<td>Ch 16</td>
<td>Quiz 9 due by noon in iCollege</td>
</tr>
<tr>
<td>Apr 10</td>
<td>Advocacy and Lobbying</td>
<td>Ch 15</td>
<td>Final Paper due by noon in iCollege and hard copy at 7:15 pm class</td>
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<tr>
<td>Apr 17</td>
<td>Final Presentations</td>
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<td>Powerpoint must be submitted in iCollege by noon</td>
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<tr>
<td>May 1</td>
<td>Final Presentations (cont’d) if needed</td>
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Assignment Descriptions

Student Lead Discussions
Beginning January 23rd students will have the opportunity to lead class discussions regarding the assigned topic of the day as subject matter experts. Students may self-assign through January 16th. Any unassigned topic will be assigned by the instructor and the assignment list will be posted in iCollege. Discussants (student leaders) will be evaluated on their ability to demonstrate topic knowledge and insight as part of the students Class preparation, Quality Participation and Engagement grade.

Online Quizzes
Each student will take a weekly quiz over the assigned readings through iCollege. The quizzes are strictly timed. However, multiple attempts are allowed to maximize the grade.

Online Exams
There will be two online exams through iCollege. Exam I will take place on Sunday, February 19th and Exam II will take place on Sunday, March 5th. Students will take the exam at their convenience on each assigned day. Exams are strictly timed and no late submissions will accepted.

Final Group Project Paper
The final group project consists of a limited case study regarding a nonprofit management and leadership topic of your choosing including the perspective of a nonprofit executive leader whom you will interview. Topics and organizational leaders must be approved by the instructor in advance. The project rubric will be made available on iCollege.

There is a 20 page double-space page limit on this project (not including exhibits and references). Each student in the group will be graded individually, however there will be a shared score based on the submitted paper, which will be evaluated on the clarity of the ideas and the quality of the writing. The scores will be adjusted for team members based on their contribution to the group and to the written assignment taking into account team member assessment. This paper must be submitted in iCollege by noon and a hard copy at the beginning of class on April 17 at 7:15pm. No late submissions will be accepted for credit.

Final Group Project Presentation
Each group is responsible for preparing a PowerPoint slideshow to share their proposal with the class. Each student in the group will be evaluated on their clarity of communication, their level of professionalism and the quality of the slideshow. All members must be present for the presentation.

The final presentation PowerPoint must be submitted in iCollege by Noon on April 24.

Each student will be evaluated by her/his group as to quality participation in the final presentation and project. Peer evaluations influence final group project grades.

Textbook Links:
https://study.sagepub.com/worth4e
Selected Nonprofit Resources (including but not limited to):
Chronicle of Philanthropy
Foundation Review
Nonprofit and Voluntary Sector Quarterly
Nonprofit Management & Leadership
Nonprofit Policy Forum
Nonprofit Quarterly
The Nonprofit Times
Stanford Social Innovation Review
Voluntas
Georgia Center for Nonprofits
The Foundation Center

Management and Leadership Resources:
Forbes forbes.com
Harvard Business Review hbr.org
Inc Magazine inc.com
Strengths strengths.gallup.com
Authentic Happiness authentichappiness.sas.upenn.edu/
Typefinder typefinder.com

This syllabus is only a suggested course outline and is subject to change.