

Management Practices in Nonprofit Organizations  
Department of Public and International Affairs  
University of North Carolina Wilmington  
PLS 530, Section 001 – Spring 2018  
Tuesday 6:30-9:15pm; Leutze Hall 110

Instructor: Dr. Christopher Prentice  
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Office Hours: By appointment

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**Course Description:** This course provides an overview of management practices in nonprofit organizations. Topics include the theories and definitions of the nonprofit sector, governance, fundraising, financial management, capacity building, marketing, public relations, and volunteer management. The purpose is to provide students with the theoretical foundation as well as the practical tools to be successful nonprofit leaders.

**Required Books:**

Tschirhart, M. & Bielefeld, W. (2012). *Managing nonprofit organizations*. San Francisco: Jossey-Bass. ISBN: 9780470402993.

Crutchfield, L.R. & McLeod Grant, H. (2012). *Forces for good: The six practices of high-impact nonprofits*. San Francisco: Jossey-Bass. ISBN: 9781118118801.

**HBS Coursepack (cases to be purchased):**

<http://cb.hbsp.harvard.edu/cbmp/access/73452280>

The books are available as used volumes online at substantial discount. Additional readings and cases will be handed out in class or via Blackboard, so check Blackboard daily.

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**Course Requirements**

**Cases (15% of grade):** Students will brief 2 cases (2 single-spaced pages). Additional details will be provided in class or via Blackboard. Though only required to submit 2 case briefs, students are required to read all cases and prepare for all case discussions.

**Student-Led Discussions (20% of grade):** Students will lead 2 reading discussions.

- **Reading Discussions:** Each week a team of students will lead a discussion of the readings. Every student will lead twice during the semester. The discussion may include technology (PowerPoint, Prezi, Daily Show,...) and must include thoughtful questions tied to the week's readings. Discussion questions must be distributed via Blackboard at least 24hrs prior to the start of class. For these discussions to thrive, everyone must do the week's readings. Note: if you do not read or otherwise choose not to regularly participate, do not expect others to engage when it is your turn to lead.

**Book Analysis (10% of grade):** Students will write a paper that analyzes *Forces for Good* and connects the book's contents to the conceptual threads of the course.

**Group Project (45% of final grade):** Students will engage in one group project.

- **Group Option #1: Nonprofit Organizational Analysis (35% of final grade)**
  - Students will identify and analyze an established local nonprofit, then provide recommendations regarding areas for improvement.
  - Deliverables: Presentation & Consulting Report
- **Group Option #2: Nonprofit Business Plan (35% of final grade)**
  - Students will identify a community need, then develop a business plan for a new nonprofit
  - Deliverables: Presentation & Business Plan
- **Individual (required): Reflection Paper & Group Assessment (10% of final grade)**
  - Students will complete this assignment individually.

**Participation (10% of final grade):** Class sessions and assignments are designed to encourage collaborative learning. The instructor will not attempt to transfer information to the students through lecture and one-way communication. Rather, students and instructor alike will do their part to mutually engage the material to create and share knowledge. This requires that students are present, prepared, and engaged. Your participation grade is determined upon two factors:

- **Attendance:** Students are expected to attend all classes. Only a reasonable number of excused absences will be accepted. Unexcused absences will result in a reduction in the student's grade.
- **Participation:** Students are expected to come to class prepared to participate, which requires having carefully read and considered the readings. The quality, not the quantity, of your interactions is evaluated.

**Basis for Grade:** The following table summarizes the value of each assignment as a percent of the final grade.

Assignment	Value	Assignment	Value
Cases	15%	Discussion Leadership	20%
Team Project	45%	Class Participation	10%
Book Analysis	10%	Total	100%

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### Course Policies

**Academic Assistance:** The University Learning Center (ULC) provides free services to all UNCW students. Those services include: learning services, math services, study sessions, supplemental instruction, and writing services. For more information refer to their website: [www.uncw.edu/ulc](http://www.uncw.edu/ulc)

**Students with Disabilities:** Reasonable accommodations will be made for students with

disabilities. Students with diagnosed disabilities should register with UNCW Disability Services. Please provide me a copy of the letter you receive from Disability Services detailing class accommodations you may need. If you require accommodation for test-taking, please make sure I have the referral letter no less than one week before the test. For more information refer to their website: [www.uncw.edu/disability](http://www.uncw.edu/disability)

**Academic Integrity:** All members of UNCW's community are expected to follow the academic Honor Code. Academic dishonesty in any form will not be tolerated in this class. All academic integrity violations will result in a failing grade for the course and will be reported to the University. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook): [www.uncw.edu/odos/honorcode](http://www.uncw.edu/odos/honorcode). Please be familiar with UNCW's position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic dishonesty in which you take someone else's ideas and represent them as your own. Please note it is also possible to plagiarize yourself. If you use your work from a previous class or assignment in this class without proper citation, it is plagiarism (i.e., using the same paper, or substantial portions of the same paper, for two classes or assignments is not acceptable). It is always best to speak to the instructor prior to submitting a paper if there is a question regarding academic integrity.

**Violence and Harassment:** UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 910-962-2273. Resources for individuals concerned with a violent or harassing situation can be located at [www.uncw.edu/wsrc/crisis.html](http://www.uncw.edu/wsrc/crisis.html)

**Campus Respect Compact:** UNCW has instituted a Seahawk Respect Compact to affirm our commitment to a civil community characterized by mutual respect. All students are expected to uphold these standards in the classroom and beyond. Please read the Compact: [www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf](http://www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf)

**Personal Electronics:** Cell phone use will not be tolerated in this class. Please turn off your cell phones prior to class and refrain from texting during class. Laptops may only be used for class related activity and only during lecture. Laptops must remain closed during the discussion of course readings. Laptops will be banned from the classroom for the rest of the semester if any laptop user is seen engaging in non-class related activity.

**Submission of Assignments:** All written assignments must be submitted electronically in a .docx format to Blackboard and as a hardcopy at the beginning of the class in which the assignment is due. Failure to submit the assignment in both formats will result in a deduction of ten points. All assignments must be in Times New Roman or Cambria 12-pt font, with 1-inch margins, and stapled or points will be deducted.

**Grading Policy:** The following percentages represent the letter grade equivalent. Please note that percentages do not round up (i.e., 89.99% is a B+ and does not round up to 90%).

A	93 – 100%	C	73 – 76%
A-	90 – 92%	C-	70 – 72%
B+	87 – 89%	D+	67 – 69%
B	83 - 86%	D	63 – 66%
B-	80 – 82%	D-	60 – 62%
C+	77 – 79%	F	59 or less

**Late Assignments:** Assignments not in the instructor’s possession by the specified time on the due date are immediately subject to a ten point deduction. Each subsequent day (i.e., calendar day – including weekends and holidays) an assignment is late will be an additional deduction of ten points. If you are aware of possible conflicts before they occur, please notify the instructor at least one week in advance of any due dates to arrange alternate accommodations. Informing the instructor of your intention to be absent does not waive your obligation to submit the work that is due, even where an excused absence is granted.

**Semester Schedule (Subject to Change):**

Date	Topic	Readings	Activities	Assignments
Jan 9	Introduction		<i>Syllabus review &amp; Discussion sign up</i>	
Jan 16	Defining the NP Sector	T&B (Ch.1) Frumkin (2012) Carnegie (1889) Knight (1992)		
Jan 23	Theories of the NP Sector	Berger & Neuhaus (1971) Salamon (1987) Lohmann (1989) Steinberg (2006)		
Jan 30	Founding & Structure	T&B (Ch.3) T&B (Ch.4) Carman & Nesbit (2013) Block & Rosenberg (2003)	<i>Explore Case</i>	
Feb 6	Board Governance & Leadership	T&B (Ch.9) T&B (Ch.10) Silverman & Taliento (2006) Smith (2009)	<i>NAACP Case</i>	
Feb 13	Strategy	T&B (Ch.5) Lindenberg (2001) Frumkin & Clark (2000) Rangan (2004)	<i>NFTE Case</i>	
Feb 20	<b><i>Project Meeting Week</i></b>			
Feb 27	Revenue Generation	T&B (Ch.6) Froelich (1999) Kearns et al. (2012) Pettijohn & Boris (2013) Pettijohn & Boris (2014)		
Mar 6	<b><i>No Class: Spring Break</i></b>			

Mar 13	Financial Management	T&B (Ch.7) Mitchell (2017) Prentice (2016) Prentice (2016)		<b><i>Book Analysis Paper Due</i></b>
Mar 20	Volunteers & Staff	T&B (Ch.11) T&B (Ch.12) Brudney (2010)		
Mar 27	Marketing & Public Relations	T&B (Ch.8) T&B (Ch.14: p.327-344) Bonk (2010)	<i>Social Media Case</i>	
Apr 3	Advocacy & Political Engagement	T&B (Ch.14: p.344-355) Beyerlein & Chaves (2003) Prentice & Brudney (2016) Prentice (WIP)		
Apr 10	Accountability & Effectiveness	T&B (Ch.2) T&B (Ch.13) Carman (2007) Saxton & Guo (2011)	<i>Robin Hood Case</i>	
Apr 17	<b><i>Project Meeting Week</i></b>			
Apr 24	<b><i>Presentations</i></b>			<b><i>Organizational Analysis Due Group Assessment &amp; Reflection Due</i></b>