



Management 4093/5093 Business and Nonprofit Organizations Spring 2016

Instructors:

Dr. Julie Bubolz-Tikalsky (Dr. Tikalsky), Lecturer in Management
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Contact Information:

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Office Hours: 2-3 pm Tuesday & Thursday or please make an appointment

Online: Desire2Learn (Online Classroom): <http://oc.okstate.edu> MGMT 4093_5093 503

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 Management) are the two required courses 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>.

The undergraduate version of this course along with MGMT 4163 (Nonprofit Management) are the two required courses for the undergraduate option in Nonprofit Management along with 6 credit hours chosen from a list of approved courses. More information may be discovered by contacting the instructor.

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:

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

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

Course Objectives	Program Learning Goals
4. Work with teammates to prepare reports and present recommendations.	Teamwork
5. Describe the operations and challenges facing a nonprofit organization based on individual research.	Effective Professional Communication

Texts and Supplementary Materials

Required Texts

Worth, Michael J. (2014). *Nonprofit Management: Principles and Practice* (3rd ed.). Los Angeles, CA: Sage Publications. (to be known as *Nonprofit Management*)

Harvard online cases:

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.

Quiz & Final Exam Policy

Quizzes and exams will require the use of the Respondus Lockdown Browser, which will prompt a new download when you attempt the first quiz. Contact the IT Help Desk at help.okstate.edu or 877-951-4836 or 405-744-HELP if you have any questions regarding the Respondus Lockdown Browser. If you are in a location where you are unable to use Respondus due to IT security (E.G. a U.S. military installation) contact the Spears School Distance Learning office at spearsdistance@okstate.edu, or call (405) 744-4048, regarding the testing process.

Grading Policy

The grading scale for this class is as follows:

Personal Introduction	shows proof of enrollment
Assignments (4 @ 125 pts each)	500
Unit Quizzes (4 @ 50 pts each)	200
Case Quizzes (2 @ 25 pts each)	50
Group Peer Evaluation (1 @ 50 pts)	50
<u>Final</u>	<u>200 pts</u>
Total Points	1000 pts

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 5 page portfolio/report of the following information:

1. Give your organization a good name that is memorable and gives an idea of what it will do. (Check availability of name through your state. In Oklahoma go to www.sos.gov.ok/charity).
2. Write a narrative, executive summary of your NPO and include on 1-2 pages the following information: a) title of the NPO; b) the purpose of the NPO; c) the type of work it will do including brief description of at least 2 programs it will conduct; d) the reason you want to establish *this* organization; e) Categorize the NPO according to the following: i) member serving or public serving?; ii) one of the ten categories in the most current National Taxonomy of Exempt Entities; iii) According to the National Center on Charitable Statistics find the correct letter/number code to classify your organization- - <http://nccs.urban.org/classification/NPC.cfm> Example: Montessori PreSchool would be code: B.03.02 Early Childhood Education



3. Create the following items and include on 1-2 pages: A. Mission Statement, B. Vision Statement, and C. Core Values of the Organization
4. 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 based on skills and attributes needed to conduct the work of and govern your organization as a startup (see Board Matrix Template for help.) Include major committees needed on the board and which staff member will be the counterpart. Include the title and a brief description of each staff position's duties/responsibilities.

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. 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.



V. MGMT 4093_5093—Tentative Course Schedule—Spring 2016

Week	Topic	Reading and Video Assignments	Due 11:59pm on *day*
UNIT 1			
1/11 #1	Nonprofit Management as a Profession & Field of Study	Worth, Chapter 1 Video & discussion	Post self-introduction to Discussion Board *Sunday*
1/18 #2	Overview of the NP Sector	Worth, Chapter 2 Video & discussion *G – Video Preparing Assignment #1	
1/25 #3	Differences & Challenges in Different NP Sectors	Salamon, Chapter 1 (on D2L) Video: Resilient Sector & discussion *UG – Video Preparing Assignment #1	G – Post NP Sector presentation *Sunday* Request Group Members *Sunday*
2/1 #4	Theories of the NP Sector & NP Organizations	Worth, Chapter 3 Video & discussion	UNIT QUIZ #1 *Wed/Thurs* UG– NP Sector Assignment *Sunday*
UNIT 2			
2/8 #5	Nonprofit Governing Boards	Worth, Chapter 4 Videos parts 1 & 2 & discussion *Video Preparing Assignment #2	
2/15 #6	Executive Leadership in NP	Worth, Chapter 5 Videos parts 1 & 2 & discussion	
2/22 #7	Mission & Vision	3 Articles on Website Dan Pallotta Video Video & discussion	UNIT QUIZ #2 *Wed/Thurs* Assignment #2 *Sunday*
UNIT 3			
2/29 #8	Ensuring Accountability & Measuring Performance	Worth, Chapter 6 Videos parts 1 & 2 & discussion	
3/7 #9	Strategic Planning & Management	Worth, Chapter 7 Video & discussion *Video Preparing Assignment #3	
3/14	---Spring Break---	---Spring Break---	---Spring Break---
3/21 #10	Staff & Volunteer Personnel Management	Worth, Chapter 9 Video & discussion	Case QUIZ #1 *Wed/Thurs*
3/28 #11	Financial Management	Worth, Chapter 14 Videos parts 1 & 2 & discussion	UNIT QUIZ #3 *Wed/Thurs* “Night Ministry” write-up/Assignment #3 *Sunday*
UNIT 4			
4/4 #12	Fundraising & Development	Worth, Chapters 11 & 13 Videos parts 1 & 2 & discussion	
4/11 #13	Marketing & Communications	Worth, Chapter 10 Video & discussion *Video Discussing Assignment #3 *Video Preparing Assignment #4	
4/18 #14	Outreach	Articles on Website Video & discussion	Case QUIZ #2 *Wed/Thurs* Peer Evaluation *Sunday*
4/25 #15	Advocacy & Lobbying	Worth, Chapter 15 Topic video & discussion Class Wrap Up video	UNIT QUIZ #4 *Wed/Thurs* “Healthcare Center...” write-up/Assignment #4 *Sunday*
5/2 Finals	FINAL	Available Monday 5/4 @ 7am thru	Thursday, 5/7 @ 10 pm

***Video Lectures:** some lectures may not be released until the specified week.



VI. University Policy



OKLAHOMA STATE UNIVERSITY SYLLABUS ATTACHMENT Spring 2016

<http://academicaffairs.okstate.edu/>

YOUR SUCCESS AS A STUDENT IS OUR TOP PRIORITY.

THIS INFORMATION IS PROVIDED TO ANSWER QUESTIONS MOST OFTEN ASKED BY STUDENTS.

IMPORTANT DATES

Last day to add a class (without instructor permission)	1/19/2016
Last day to drop a course with no grade and 100% refund	1/19/2016
Last day to add a class (requires instructor & advisor permission)	1/22/2016
Last day to drop a course or withdraw from the University with an automatic "W" and receive a partial refund (requires advisor signature)	1/22/2016
Last day to post 6 week grades	2/23/2016
Last day to file diploma application (for name to appear in Fall Commencement program)	4/1/2016
Last day to drop a class or withdraw from the University with an automatic "W"	4/8/2016
Last day to withdraw from all OSU classes with an assigned grade of "W" or "F"	4/22/2016
Pre-Finals week	4/25-4/29/2016
Final examinations	5/2-5/6/2016

Note: Outreach, Internet, and short courses have unique drop/add and refund deadlines; lookup the specific deadlines for these courses on the Short, Internet and Outreach Class Schedules page of the Registrar's website <http://registrar.okstate.edu/SIO-Schedule>.

Spring Semester Holidays

University Holiday	1/18/2016
Students' Spring Break	3/14-3/18/2016

DROPPING A COURSE AND WITHDRAWING FROM THE UNIVERSITY, students often confuse these terms.

Dropping a Course (or courses) may occur during the first twelve weeks of the semester. This means, however, that you are still enrolled in at least one other OSU course. Exceptions to the deadlines above may only be considered by petition due to documented extraordinary circumstances and committee approval. The Retroactive Drop/Withdraw Petition and the Petition for a Refund of Tuition and Fees forms are available on the Registrar's [website http://registrar.okstate.edu/Forms](http://registrar.okstate.edu/Forms).

Withdrawing from the university means dropping *all* courses and you *are no longer enrolled for the current semester*. This may occur until the Friday before pre-finals week. The withdrawal process is initiated with your academic advisor. For additional information and dates, go to: [HTTP://ACADEMICAFFAIRS.OKSTATE.EDU/CONTENT/ADDING-DROPPING-AND-WITHDRAWING-COURSES](http://ACADEMICAFFAIRS.OKSTATE.EDU/CONTENT/ADDING-DROPPING-AND-WITHDRAWING-COURSES)

ALERTS AND RESCHEDULING

If the OSU campus officially closes due to inclement weather or other emergencies, alerts are provided to local news media and posted on the OSU website. Missed exams, classes, or assignments may be rescheduled at times outside the normal meeting schedule. If valid, documented circumstances prohibit students from attending the rescheduled classes, instructors should provide reasonable alternative means for makeup.

SEEK ANSWERS TO YOUR QUESTIONS

The OSU faculty and staff want you to be successful in your educational pursuits. If you have questions or concerns, seek help EARLY. We are here to assist you.



GENERAL EXPECTATIONS OF STUDENTS

By enrolling at Oklahoma State University, you accept responsibility for complying with all University policies and contracts, and for local, state and federal laws on- or off-campus that relate to the University's mission. **The Student Rights and Responsibilities Governing Student Behavior** document explains the standards of behavior expected of you, processes in place for enforcing the rules, and the University's response to violations <http://studentconduct.okstate.edu/>

In general, the University expects you to respect the rights of others and authorities, represent yourself truthfully and accurately at all times, respect private and public property, and take responsibility for your own actions and the actions of your guests. Call 405-744-5470 for more information.

WHERE TO GO FOR HELP

Instructor - If you have questions regarding your class, talk to your instructor. Faculty members usually include their office hours and/or phone number in the class syllabus. If you cannot locate this information, set a time to meet with your instructor by speaking with him/her prior to or immediately following your class session or check with the departmental office on when the instructor may be available.

Academic Advisor - All students will benefit by conferring with an advisor on a regular basis. If you do not know your advisor, or are unhappy with your advisor, talk to the Student Academic Services Director for your college.

Academic911.okstate.edu - Your online resource for academic and personal success, sponsored by Student Affairs.

Mathematics Learning Success Center

5th Floor, Edmon Low Library/405-744-5818 <http://www.math.okstate.edu/>

Tutors are available to answer questions for classes ranging from Beginning Algebra through Calculus II. Tutoring for Differential Equations and Linear Algebra is offered at specific times.

Writing Center

440 Student Union/405-744-6671 <http://osuwritingcenter.okstate.edu>

The Writing Center helps writers throughout the composing process; you should plan to visit early and often throughout the semester, not just the day before an assignment is due. Tutors will work with you to improve your brainstorming, organizational, and composing techniques.

Learning & Student Success Opportunity (LASSO) Tutoring Center

021 Classroom Building/405-744-3309 <https://lasso.okstate.edu/>

LASSO offers free individual tutoring for a variety of courses.

University Counseling Services

320 Student Union/405-744-5472 or 405-744-7007 <http://ucs.okstate.edu/>

Professional counselors offer confidential personal and/or career counseling.

Office of Student Disability Services (SDS)

315 Student Union/405-744-7116 <http://sds.okstate.edu/>

According to the Americans with Disabilities Act, each student with a disability is responsible for notifying the University of his/her disability and requesting accommodations. If you think you have a qualified disability and need special accommodations, you should notify the instructor and request verification of eligibility for accommodations from the Office of SDS. Please advise the instructor of your disability as soon as possible, and contact Student Disability Services, to ensure timely implementation of appropriate accommodations. Faculty has an obligation to respond when they receive official notice of a disability but are under no obligation to provide retroactive accommodations. To receive services, you must submit appropriate documentation and complete an intake process to verify the existence of a qualified disability and identify reasonable accommodations.

Office of Equal Opportunity 408 Whitehurst/405-744-9153

OSU is committed to maintaining a learning environment that is free from discriminatory conduct based on race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. OSU does not discriminate on the basis of sex in its educational programs and activities. Examples of sexual misconduct and/or sex discrimination include: sexual violence, sexual harassment, sexual assault, domestic and intimate partner violence, stalking, or gender-based discrimination. OSU encourages any student who thinks that he or she may have been a victim of sexual misconduct or sexual discrimination to immediately report the incident to the Title IX Coordinator (405-744-9153) or Deputy Title IX Coordinator (405-744-5470). Students may also report incidents of sexual misconduct or sex discrimination to a faculty or staff member, who is then required by federal law (Title IX) to notify the Title IX or Deputy Title IX Coordinator. If a reporting student would like to keep the details confidential, the student may speak with staff in the Student Counseling Center (405-744-5472) or the University's Victim Advocate (Suzanne Burks: 405-744-5458). For more information regarding Title IX violations, go to: <https://1is2many.okstate.edu/>.



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 submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, academic records) will result in an official disciplinary action including the following: examination or course, receiving a notation of a being suspended from the University. You have



altering or destroying the work of others, and altering academic sanction. Violations may subject you to receiving a failing grade on an assignment, violation of academic integrity on your transcript, and the right to appeal the charge.

COPYRIGHT & FAIR USE POLICY OF

Course materials may not be published, leased, 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.

COURSE MATERIALS

sold to others, or used for any purpose other than

CLASS ATTENDANCE

Class attendance is a critical component of learning; therefore, you are expected to attend and participate fully in all scheduled class meetings. Many instructors consider attendance so essential that your grade may be affected by your absence. *SOME DEPARTMENTS AND PROFESSORS HAVE MANDATORY ATTENDANCE POLICIES*. If no written attendance policy is provided before the last day to add a class without instructor permission, no penalty may be assessed for class absences although you may not be permitted to make up certain in-class activities. If you are required to participate in official university-sponsored activities or military training, you should receive an excused absence unless the written course attendance policy indicates otherwise. If you will be absent from class for sponsored activities, you must provide prior notification of the planned absence to the instructor. You may be required to submit assignments or take examinations before the planned absence.

PRE-FINALS WEEK POLICY

Final examinations are scheduled at the end of each semester and are preceded by pre-finals week, which begins seven days prior to the first day of finals. During pre-finals week, all normal class activities will continue; however, no assignment, test, or examination accounting for more than 5% of the course grade may be given; and no activity or field trip may be scheduled that conflicts with another class. This excludes makeup and laboratory examinations, out-of-class assignments (or projects) made prior to pre-finals week and independent study courses.

No student or campus organization may hold meetings, banquets, receptions, or may sponsor or participate in any activity, program, or related function that requires student participation. For additional information, contact the Office of Academic Affairs, 405-744-5627, 101 Whitehurst.

FINAL EXAM OVERLOAD POLICY

In the event you have three or more final exams scheduled for a single day, you are entitled to arrange with the instructor of the highest numbered course (4 digit course number) or two highest, if you have four finals on one day, to re-schedule that examination(s) at a time and place of mutual convenience during final exam week. If the final exam overload includes a common final exam, the common final exam is excluded from rescheduling unless multiple common exams are scheduled at the same time. You should submit this request in writing, with a copy of your class schedule, at least two weeks prior to the beginning of final exam week. The instructor has one week prior to the beginning of final exam week to arrange a mutually convenient time and place for administration of the final exam. After one week, if an agreement cannot be reach, take the request to the department head.

INFORMATION TECHNOLOGY

Student Email - OSU uses your OKSTATE.EDU email address as a primary form of communication. Students are expected to check their OSU email on a frequent and consistent basis to remain informed of their official university business. If you do not use the OSU email system you must redirect your okstate.edu email using the Orange-Key System (www.okey.okstate.edu). Failure to maintain an accurate email address may result in missed or lost university communications. For email assistance contact the IT Helpdesk at 405-744-HELP (4357).

Computer Labs - A complete description of computer labs and hours of operations are available at their website:

<https://it.sharepoint.okstate.edu/TechnologySupport/DeskSide/default.aspx>. Lab information is also available by calling the Information Technology Help Desk, 405-744-HELP (4357).



EDMON LOW LIBRARY HOURS

405-744-9775 or 405-744-9741

www.library.okstate.edu

Text 405-592-4128

Monday-Thursday

7:00 a.m. – 2:00 a.m.

Friday

7:00 a.m. – 10:00 p.m.

Saturday

9:00 a.m. – 10:00 p.m.

Saturday and Sunday

9:00 a.m. – 2:00 a.m.

*For holiday and intersession hours, check <http://www.library.okstate.edu/services/hours.htm>

*Contact the following for information on hours of operation:

Architecture Library 405-744-6047

Curriculum Materials Library 405-744-6310

Veterinary Medicine Library 405-744-6655