A. Course Description
The purpose of this course is to provide an introduction and an overview of nonprofit organizations and of the environment in which these organizations operates. It includes an examination of what makes such organizations distinctive, and of then special knowledge and skills required for effective nonprofit management. It also examines some of the empirical and normative issues surrounding nonprofit management and leadership. The overall goal of this course is to present an overview of the theory, operation, and structure of nonprofit organizations.

B. Course Objectives
- An understanding of the nature and scope of the nonprofit sector in the U.S. and an introduction to international nongovernmental organizations.
- Knowledge of theories, principles, historical developments, ethical issues, functions, and political processes that relate to the management of nonprofit organizations.
- Familiarity with management practices and techniques appropriate for nonprofit organizations.
- Helping students, who as public administrators may have to regulate or contract with nonprofits to understand the nature of nonprofit entities.
- Providing a foundation for students who are considering a career in nonprofit management.
- Developing critical thinking skills through readings, discussions, and assignments.

C. Reading Materials

Online Articles
Many of the articles can be downloaded from class blackboard (https://ecampus.unt.edu). The syllabus indicates which articles are available on class blackboard.
D. Grading
The grading for the semester is based on the following criteria:

- Exams 30%*2 = 60%
- Nonprofit Field Project 30%
- Class participation 10%

E. Exams (30*2=60%)
The examination will be based on lectures, reading assignments, class activities, discussions and writing assignments. Exam will be in class and closed book, requiring essays and short answers—predominantly essays. Exam cannot be made up unless you notify the professor before the time of an exam that you cannot take the exam and you have to have an official and reasonable excuse.

F. Nonprofit Field Project: Nonprofit Marketing Plan and Presentation (30%)
Each of the students will identify an established 501c3 nonprofit organization in DFW metro and review and research its mission, vision, organization, management and any challenges facing that nonprofit organization. And the student will be asked to prepare a marketing plan of some or strategic objective of organization. Students must demonstrate significant understanding of the organization. For this field project, gather information, and contact individuals you believe will help clarify your questions. Site visit is strongly recommended for achieving a deeper understanding of the organization.

1st assignment: Turning in the name and the web address of the organization (Preferably, this is an organization for whom you would like to work or volunteer, or in which you have a burning interest.)

2nd assignment: Write a 2-3 page essay that describes the organization for which you’ll be writing a marketing plan. This information should include:
- Who are you?
- What business are you in?
- What groups of people do you serve?
- What’s needed/wanted in the markets you serve?
- Against whom do you compete?
- What’s different about your organization?
- What unique benefit is derived from your product or service?
- Cite sources of this information (e.g., Web, personal interview, advertisement). Be specific, including URL; name, title; type of document.

3rd assignment: (in-class activity): analyze (preferably your own organization’s) web site by comparing it to the peers’ web sites and work on an assessment of the features that help achieve strategic objectives. Include in your assessment a description of the site’s major weaknesses and suggested remedies.
**Class Powerpoint Presentation** (in-class activity): Prepare a 10 minute professional presentation to board members of your organization. The presentation will evaluated based on:
- Are the analyses and recommendations sound?
- Are they persuasively presented?
- Are they presented confidently, clearly, concisely, and energetically?

**Written Marketing Plan**: Develop a comprehensive, clear, critical, and creative social marketing plan that is relevant to your organization. Followings are possible components of plan. The principle audience is your organization’s board and staff. NOTE: Your written should not be structured in the following order. Make it lively, well argued, useful, well organized, and persuasive. Minimum 7-Maximum 10 pages
- Audience identification
- Analysis of one’s organization by SWOT
- Analysis of competition/collaborators
- Stakeholder analysis
- Marketing objectives
- Product/Service improvements and development
- Promotional tactics

Assignments and points attached to them are as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due</th>
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<tbody>
<tr>
<td>Turning in the name and the web address of the organization for which you will write a plan</td>
<td>10</td>
<td>September 19</td>
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<tr>
<td>2nd assignment</td>
<td>50</td>
<td>October 3</td>
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<tr>
<td>3rd assignment</td>
<td>40</td>
<td>October 24</td>
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<tr>
<td>Class powerpoint presentation of marketing plan</td>
<td>50</td>
<td>November 21/28</td>
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<tr>
<td>Final written marketing plan</td>
<td>150</td>
<td>December 12</td>
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**Total possible points 300**

All written assignments must be turned in via BLACKBOARD/ASSIGNMENT. No hardcopy will be accepted. Written assignments must be submitted on or before the due date in **MS Word format** (NOT pdf.) Assignments that are turned in late will 10% for each day late and may not receive feedback other than a numeric grade.

Written assignment format
- 12 point font Times Roman
- 1 inch margin Double spaced
• MS word format submitted to the Blackboard
• Use APA 5/6 edition for citation

G. Participation
Students will be expected to be full participants in shaping the character of the seminar; that requires all students to come to class prepared to discuss the readings for each session. Some of the assigned readings are in the form of cases. To prepare for case discussions, you should carefully read and thoroughly analyze the case. The instructor would provide a brief lecture to the topic of each class sessions. In order to earn a high grade for participation, students should:

- Attend every class Rather: attendance is important – vitally so
- Arrive at class on time and stay for the entire class
- Read all the assigned readings and come to class with questions about and thoughts on the readings
- Consistently take an active part in class discussions
- Participate in small group and class discussions of readings and in-class activities

H. Blackboard
Blackboard will be used to supplement work in this course (learn.unt.edu). Checking blackboard frequently is advised in order to stay abreast of any and all announcements, and changes. On occasion, the instructor will send emails to the entire class via UNT student assigned email accounts.

I. Academic Dishonesty: POLICY ON CHEATING AND PLAGIARISM
Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

Definitions
The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

Penalties
Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.
Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of
Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

**Appeals**

Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

**J. Special Needs**

The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12th class day of regular semesters.

**K. Policy on laptops and cell phones in the classroom**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

**L. Student Behavior in the Classroom:**

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr)
### M. Course Topics and Assignments

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<thead>
<tr>
<th>Week</th>
<th>Topics</th>
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<td>Week 1 (Aug 29)</td>
<td>Introduction: Scope, Scale, and Role of the Nonprofit Sector</td>
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<tr>
<td>Week 2 (Sept 5)</td>
<td>Labor day- No class</td>
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<tr>
<td>Week 3 (Sept 12)</td>
<td>Context of Nonprofits</td>
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<td>Week 3 (Sept 19)</td>
<td>Philanthropic Sector in the U.S.</td>
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<tr>
<td>Week 4 (Sept 26)</td>
<td>Nonprofit Governance and Leadership</td>
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<td>Week 5 (Oct 3)</td>
<td>The Legal and Ethical Aspects</td>
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<tr>
<td>Week 6 (Oct 10)</td>
<td>Midterm</td>
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<tr>
<td>Week 8 (Oct 17)</td>
<td>Social Marketing I</td>
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<tr>
<td>Week 9 (Oct 24)</td>
<td>Social Marketing II</td>
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<tr>
<td>Week 10 (Oct 31)</td>
<td>Building Nonprofit Capacity</td>
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<tr>
<td>Week 11 (Nov 7)</td>
<td>Accountability</td>
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<td>Week 12 (Nov 14)</td>
<td>Managing Volunteers</td>
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<tr>
<td>Week 13 (Nov 21)</td>
<td>Social Entrepreneurship and Global Perspectives / Marketing Plan Presentations</td>
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<tr>
<td>Week 15 (Nov 28)</td>
<td>Marketing Plan Presentations</td>
</tr>
<tr>
<td>Week 16 (Dec 5)</td>
<td>Final Exam</td>
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<tr>
<td>Week 16 (Dec 12)</td>
<td>Turn in Marketing Plan paper</td>
</tr>
</tbody>
</table>
Week 1 (Aug 29) Course Introduction: Scope, Scale, and Role of the Nonprofit Sector
- Discussion: What are some of reasons why the nonprofit sector has become more relevant in recent years? What could be some of the reasons for the immense diversity of nonprofit organization?

Week 2 (Sept 5) Labor Day-No class
“Choose your favorite nonprofit organizations and learn about them. An email that informs your three choices and their websites are due by Sept 2nd”

Week 3(Sept 12) Context of Nonprofits
- Anheier. Chapters 1, 2, 3, 4, 5.
- Case discussion: Youth Programs Imperiled After New York Changes How Grants Are Awarded
  [http://www.nytimes.com/2015/07/13/nyregion/youth‐programs‐imperiled‐after‐new‐york‐changes‐how‐grants‐are‐awarded.html](http://www.nytimes.com/2015/07/13/nyregion/youth‐programs‐imperiled‐after‐new‐york‐changes‐how‐grants‐are‐awarded.html)

Week 4 (Sept 19) Philanthropic Sector in the U.S.

Week 5 (Sept 26) Nonprofit Governance and Leadership
- Ott and Dicke. Chapters. 1, 2, 3, 6, 7.
- Anheier, Chapters 15 (First edition 10).
- Case discussion: 1) The Charitable-Industrial Complex
  2) Doing a Better Job of Doing Good  [http://www.nytimes.com/2013/07/30/opinion/on‐charity-doing-a‐better‐job‐of‐doing‐good.html](http://www.nytimes.com/2013/07/30/opinion/on‐charity-doing‐a‐better‐job‐of‐doing‐good.html)
Week 7 (Oct 3) The Legal and Ethical Aspects
- Ott and Dicke. Chapters 4, 5.
- Anheier, Chapters 15 (First edition 10).
- Case discussion: Affiliates feeling pinch of United Way scandal

Week 8 (Oct 10) Midterm

Week 9 (Oct 17) Social Marketing I
- Lee and Kotler (2011), Social Marketing: Influencing Behaviors for Good, Chapters 1, 2, 3.

Week 10 (Oct 24) Social Marketing II
- ‘A 10-Step Plan for Dramatically Attracting New Customers
  http://www.entrepreneur.com/article/248910
- The Tricks to Creating the Perfect Social-Media Post (Infographic)
  http://www.entrepreneur.com/article/249286
- How to Create a Social-Media Marketing Plan From Scratch (Infographic)
  http://www.entrepreneur.com/article/249306
- In-class activity: Marketing plan 3rd assignment.

Week 11 (Oct 31) Building Nonprofit Capacity
- Ott and Dicke. Chapters. 8, 9.
- Anheier, Chapters 11, 12, 13, (First edition-8, 9, 11, 12)
- United Ways of Denton County. 2011 Community Assets and Needs Assessment
- Case discussion: Two paths for charitable giving
  http://www.nytimes.com/2013/06/29/your-money/charitable-giving-from-head-or-heart.html?pagewanted=all

Week 11 (Nov 7) Accountability
- Ott and Dicke. Chapters. 26, 27, 28.

Case discussion:
Charity Navigator Tweaks Its Rating System

Reaping Millions in Nonprofit Care for Disabled.

Week 12 (Nov 14) Managing Volunteers
- Ott and Dicke. Chapters. 23, 24, 25.

Week 13 (Nov 21) Social Entrepreneurship and Global Perspectives
- Ott and Dicke. Chapters. 14, 15, 16, 17.
- Anheier, Chapter. 17 (First edition 15).
- Case discussion: 1) One Acre Fund
  2) Matt Damon tries to get clean water and toilets for India’s poor
  3) A social entrepreneur’s quandary

Week 13 (Nov 28) Marketing Plan Presentations

Week 14 (Dec 5) Final Exam

Week 15 (Dec 12) Turn in Final Marketing Plan by 2 pm

Note: The schedule and assignments may be revised as the course progresses and new material becomes available.