

# Non-Profit Management Section 01

## PADM 220

Fall 2024 3 Unit(s) 08/21/2024 to 12/09/2024 Modified 08/19/2024

### Contact Information

---

Instructor: Xintong Chen

Email: [xintong.chen@sjsu.edu](mailto:xintong.chen@sjsu.edu)

Office: Clark Hall, 406N

Phone: 408-924-5346

#### Office Hours

Monday/Wednesday, 12:00-1:00 p.m. and by appointment

### Course Description and Requisites

---

Focuses primarily on internal nonprofit management issues in the U.S. context; course exposes students to core and emerging theories for a range of topics related to nonprofit management, including leadership, governance, accountability, performance management, resource development and financial management.

Prerequisite: PADM 210, PADM 218

Letter Graded

### Classroom Protocols

---

#### Cellphones, laptops, and other technology

Students may not use their cell phone for non-class purposes in class. Laptops, tablets, and other such technology are allowed in class, but only for notetaking and educational purposes.

#### Make-up/Late Policy

Students are expected to complete assignments on time and turn them in by the beginning of class on the day they are due. Students are not allowed to make up exams and presentations. If these are not completed, the student will receive a zero for that day. For papers such as the policy brief, 10 points will be

deducted on top of the students' grade for each day it is late. Students only have up to a week to turn in a late paper: after that, it will be a zero.

The late policy may be waived in the following two situations: First, it may be waived at the instructor's discretion in case of an emergency. If an emergency arises that prevents you from completing your work on time, please email the instructor as soon as possible so that arrangements can be made for you to keep up in the class. Emergencies are defined as anything which is serious and unexpected. Emergencies cannot be written on the calendar in advance. Examples of emergencies are heart attacks, car accidents, a serious health crisis for the student, or in the student's immediate family. Examples of non-emergencies are family weddings, vacations, conferences, or any other event that can be planned around. Second, university-related absences (e.g., university athletics, conferences, and other university-related absences) are considered excused absences. If students cannot complete assignments on time due to university-related absences, they should inform the instructor before the due date of an assignment.

## Recording of Lectures

Please obtain my permission before taking an audio or video recording of lectures or other class activities. I will almost certainly grant such permission, but it is common courtesy to let people know you will be recording them before you do so. Thus, out of respect to your colleagues and to me, please do not record this class without my explicit permission.

## Program Information

---

### Public Administration Program Learning Outcomes

1. Lead and manage in public governance
  - a. Apply the project management approach to public management models
  - b. Manage Projects
  - c. Understand the relationships between public policy, whether proposed or enacted, and leadership and management in implementation
2. Participate in and contribute to the public policy process
  - a. Apply techniques for program evaluation and policy analysis
  - b. Describe and execute the policymaking process, including defining the problem, setting the agenda, formulating policy, implementing policy and evaluating policy
  - c. Prepare a budget reflecting policy priorities
3. Analyze, synthesize, think critically, solve problems and make decisions
  - a. Employ analytical tools for collecting, analyzing, presenting and interpreting data, including appropriate statistical concepts and techniques
  - b. Identify and employ alternative sources of funding, including grants, taxes and fees
  - c. Understand and apply the legal context of public affairs, administration and policy
4. Articulate and apply a public service perspective

- a. Behave ethically and with integrity: tell the truth, keep confidences, admit mistakes
  - b. Understand and apply criteria appropriate to public affairs, administration and policy
  - c. Maintain privacy and security of documents and understand Big Data challenges
5. Communicate and interact productively with a diverse and changing workforce and citizenry
- a. Communicate effectively in writing: prepare clear, concise and well-organized written materials tailored to the audience's level of expertise and needs
  - b. Communicate effectively in speech: present oral information accurately, clearly, concisely persuasively tailored level of expertise and needs
  - c. Work productively in teams

## Course Learning Outcomes (CLOs)

---

Upon successful completion of this course, students will be able to:

- CLO1: Appreciate the foundation, rationale, and diversity of the nonprofit sector. This outcome is assessed by in-class participation.
- CLO2: Understand fundamentals for nonprofit financial management, governance and leadership, and program and staff management. This outcome is assessed by in-class participation and case study analysis, and research to practice paper and presentation.
- CLO3: Understand how performance evaluation and accountability is integrated in nonprofits. This outcome is assessed by in-class participation, case study analysis, and research to practice paper and presentation.
- CLO4: Be able to assess, diagnose, and problem solve issues and opportunities facing nonprofit organizations. This outcome is assessed by in-class participation, case study, and research to practice paper and presentation.

## Course Materials

---

*The Jossey-Bass Handbook of Nonprofit Leadership and Management (Renz, 2016)*

## Course Requirements and Assignments

---

### Case Study Analysis (30%)

Students will choose a case to do analysis. Students will first write a comprehensive case analysis. After completing the case write-up, students will lead a class discussion based on their analysis. Prepare a set of thought-provoking questions to engage the class in a productive discussion about the case and potential solutions. The case write-up should be submitted in a word document through Canvas before the due dates. More information will be given to students in class. Case study is used to evaluate CLOs 2, 3 and 4.

## Research-to-Practice Paper in Nonprofit Management (30%)

The assignment is designed to bridge the gap between theoretical knowledge and real-world application by empowering students to act as nonprofit management consultants. In this research-to-practice paper, students will select a nonprofit organization of their choice and conduct an in-depth analysis of the organization's challenges and opportunities. Through rigorous research, critical analysis, and practical recommendations, students will offer valuable insights to improve the nonprofit's effectiveness and achieve its mission more efficiently. Research to practice paper is used to evaluate CLOs 2, 3 and 4.

## Research-to-Practice Presentation in Nonprofit Management (20%)

The presentation is an integral part of the research-to-practice paper in the Nonprofit Management course. Its main objective is to showcase students' consultancy findings and recommendations for the selected nonprofit organization. This assignment evaluates CLOs 2, 3 and 4.

## Class Participation (20%)

Regular class attendance is highly encouraged, though per University Policy F-15-12 (<http://www.sjsu.edu/senate/docs/F15-12.pdf>), students will not be graded on daily attendance. Students will be graded on the quality and quantity of their participation in class discussion, group projects and during lectures. This assignment evaluates CLOs 1, 2, 3 and 4.

## ✓ Grading Information

---

Your grade will be calculated as follows:

| <i>Grade</i>   | <i>Points</i>      | <i>Percentage</i>    |
|----------------|--------------------|----------------------|
| <i>A plus</i>  | <i>980 to 1000</i> | <i>98 to 100%</i>    |
| <i>A</i>       | <i>930 to 979</i>  | <i>93 to 97.99%</i>  |
| <i>A minus</i> | <i>900 to 929</i>  | <i>90 to 92.99%</i>  |
| <i>B plus</i>  | <i>860 to 899</i>  | <i>86 to 89.99 %</i> |
| <i>B</i>       | <i>830 to 859</i>  | <i>83 to 85.99%</i>  |

| <i>Grade</i>   | <i>Points</i>     | <i>Percentage</i>   |
|----------------|-------------------|---------------------|
| <i>B minus</i> | <i>800 to 829</i> | <i>80 to 82.99%</i> |
| <i>C plus</i>  | <i>760 to 799</i> | <i>76 to 79.99%</i> |
| <i>C</i>       | <i>730 to 759</i> | <i>73 to 75.99%</i> |
| <i>C minus</i> | <i>700 to 729</i> | <i>70 to 72.99%</i> |
| <i>D plus</i>  | <i>660 to 699</i> | <i>66 to 69.99%</i> |
| <i>D</i>       | <i>630 to 659</i> | <i>63 to 65.99%</i> |
| <i>D minus</i> | <i>600 to 629</i> | <i>60 to 62.99%</i> |

Assignment Points Breakdown and Due Dates:

| Grade Item                        | Points (percentage of grade) | Due Dates      |
|-----------------------------------|------------------------------|----------------|
| Case Analysis Write up            | 15                           | Multiple dates |
| Case Analysis and Discussion      | 15                           | Multiple dates |
| Research to Practice Presentation | 20                           | 11/21          |
| Research to Practice - Paper      | 30                           | 12/5           |
| Participation                     | 20                           | N/A            |

Per [University Policy S16-9 \(PDF\)](http://www.sjsu.edu/senate/docs/S16-9.pdf), relevant university policy concerning all courses, such as student responsibilities, academic integrity, accommodations, dropping and adding, consent for recording of class, etc. and available student services (e.g. learning assistance, counseling, and other resources) are listed on the [Syllabus Information](https://www.sjsu.edu/curriculum/courses/syllabus-info.php) web page. Make sure to visit this page to review and be aware of these university policies and resources.

## Course Schedule

---

Please note, the schedule below is subject to change with fair notice. It is the student's responsibility to stay apprised of changes to the course schedule.

| Week | Date | Topic  | Readings   | Assignments Due |
|------|------|--|--|-----------------|
| 1    | 8/22 | Course Introduction                                  |  |                 |
| 2    | 8/29 | Defining the Nonprofit Sector                        | What is the Nonprofit Sector and Why Do We Have It? (Salamon); Beyond Nonprofits |                 |
| 3    | 9/5  | Scope, history and future trends of nonprofit sector | Renz- 1 and 3<br>Nonprofit Sector in Brief.<br>Scope and Structure (Salamon)     |                 |

|   |       |   |  |  |
|---|-------|---|--|--|
| 4 | 9/12  | Theories of nonprofits and the relations among the three sectors  | Anheier;<br>Rationales for the Nonprofit Sector (Fishman & Schwartz);<br>Alternative Models of Government Nonprofit<br><br>Sector Relations: Theoretical<br><br>and<br>International Perspectives read from 149 to 157 |  |
| 5 | 9/19  | Legal Framework   | Renz – 2 and 7   | Case Study 1 - Why Bylaws Matter               |
| 6 | 9/26  | Accountability  | Renz – 4<br><br>Knox and Gruar 2007  | Case Study 2 – When Mission and Money Collide; |
| 7 | 10/3  | Mission & Vision & Logic Models                                   | Kellogg Foundation Logic Model;<br>Renz – 9  | Case Study 3 - When the Program Isn't Working  |
| 8 | 10/10 | Governance and Adaptive Leadership and Five Leadership Challenges | Renz-5 and 6   | Case Study 4- Hiring a board member as a staff |

|    |       |                                       |                             |   |
|----|-------|---------------------------------------|-----------------------------|---|
| 9  | 10/17 | Managing Staff and Volunteers         | Renz–22, 23 and 24          | Case Study 5 – When Volunteers Run Amok                         |
| 10 | 10/24 | Stakeholders and External Environment | Renz – 13, 14               | Case Study 6 - When Donors Don't Want to Fund Overhead          |
| 11 | 10/31 | Managing Finance                      | Renz– 17 and 19             | Case Study 7 – Meeting Your Mission                             |
| 12 | 11/7  | Managing Finance                      | Renz– 17 and 19; Conclusion | Case Study 8 – Endowments: To Spend Now or Save for a Rainy Day |
| 13 | 11/14 | Presentations                         |                             |   |
| 14 | 11/21 | Presentations                         |                             |   |
| 15 | 11/28 | Happy Thanksgiving holiday - No Class |                             |   |
| 16 | 12/5  | Final Project Due -No class           |                             |   |