



Independent Study: Not-for-profit Management

Winter 2022 // Online and C254 // Tuesdays 12-1 PM

Instructor: James Magnus-Johnston

PhD Candidate, McGill University; MPhil Economics, Cambridge University

jmagnus-johnston@cmu.ca // "office hours" by appointment

c. 204.952.7751

Summary

This course explores the unique challenges inherent in managing not-for-profit organizations. Topics will include mission, governance, marketing, volunteerism, fundraising, stakeholder services, and the internationalization issues faced by not-for-profit organizations.

Objectives

- Understand the unique role in society and particular management issues of the nonprofit sector
- Understand the interdependence between the public, private and nonprofit sectors
- Understand the governance and leadership issues of volunteer and executive leaders
- Understand the importance of mission, vision, values and strategic planning in the nonprofit sector
- Understand the unique and demanding expectations of ethics, accountability, and transparency in the nonprofit sector

Deadline for withdrawal without academic penalty: March 21

Reading List

REQUIRED TEXTS

Vaughan, Shannon; Arsneault, Shelly: 2013. *Managing Nonprofit Organizations in a Policy World*. CQ Press.

Supplementary texts and resources posted on the website.

Assignments and Grades

Reading/discussion schedule: 10%

Engagement in discussions: 20%

Original research: 10%

Case study proposal: 10%

Case study: 30%

Final presentation: 20%

Letter	Percentage	GPA	Descriptor
A+	90-100	4.5	Exceptional
B+	75-79	3.5	Very Good
B	70-74	3	Good
C+	65-69	2.5	Satisfactory
C	60-64	2	Adequate
D	50-59	1	Marginal
F	0-49	0	Failure

An “excellent” assignment (A) would display:

1. Original thinking and a superior grasp of the subject matter
2. A highly developed capacity for critical evaluation, synthesis, and creativity
3. Appropriate descriptions and quotations
4. Organizing and subordinating information well; writing and/or speaking clearly
5. The use of research sources using *any* recognized style format. For reference, see:

Hacker, Diana. *A Pocket Style Manual*. Eighth edition. Boston and New York: Bedford/St. Martin's, 2018

Reading/discussion schedule: You will be required to organize readings and discussion meetings according to your availability and interests. The reading schedule will help you allocate time outside of class to read and will function as an agreement with the instructor. You will be expected to hold yourself accountable to this schedule.

Engagement in discussions: Much of this class draws upon the required reading. Initiative, attendance, and participation in discussions with the instructor are critical to the learning process. It will be especially important to prepare questions to ask in dialogue with the instructor.

Original research: The student will be required to research and share one new article (from a related journal) each month (3 original sources). Oral summaries can be provided by referencing point-form notes.

Case Study Proposal: In preparation for your final project, you will be expected to identify a NFP organization that you would like to learn about in greater depth. For this proposal, you are expected to identify an organization and pose a set of research questions based on your readings, which will inform the scope of your research.

Case Study: In a format comprised of written and visual material, the case study will help you scope out the mission, vision, and operational capacity of a NFP organization. A SWOT analysis or lean start-up design method may be used. You will be evaluated on your overview of the organization, and the ways the organization reflects the material digested throughout the course. The case study will be used as a basis for your final presentation.

Presentation: Your final presentation is intended to be substantive, yet conversational. Please summarize your case study in 15-20 minutes. As part of your overview, we will be asking for you to consider the potential for operational improvement: was there a blind spot in the organization?

Policies

Final grades: Grades submitted by instructors become final only after they are vetted by the Dean's Council. That process occurs early in January for fall semester grades and early in May for winter semester grades.

Academic integrity: *Academic Integrity*—All material referred to in any assignment MUST be appropriately referenced. Plagiarism is a serious matter. Students should be aware of CMU Academic Policies, particularly those regarding academic misconduct (plagiarism and cheating), which apply to all University courses. These are detailed on CMU's [website](#) and in the CMU Calendar. If you still have questions about appropriate referencing and what plagiarism is, a useful tutorial can be found [here](#). For more information on CMU policies regarding grades, academic misconduct, appeals, and other matters, please see CMU's *Academic Calendar*.

Accessibility: CMU strives to provide a fair and supportive learning environment for academically qualified students with disabilities. If you are eligible for these services or have questions about becoming eligible, please contact Sandra Loepky, Coordinator of Accessibility Programs at sloepky@cmu.ca or 204.487.3300 x.340. In recognition of individuals with asthma, allergies and severe environmental/chemical sensitivities, CMU is striving to become a scent-free campus. Students, staff and guests are asked to refrain from wearing fragrances and scented personal care products at CMU. This includes perfumes, colognes, aftershave and scented hair products. Your cooperation is appreciated by those affected.

Academic support services: Student studying, tutoring, and the Peer Assisted Learning (PAL) program are offered to CMU students free of charge in the Marpeck Mezzanine.

Counselling: University students face many challenges and at times may benefit from having a trained professional to talk to. There are qualified counsellors at CMU who volunteer their services free of charge to students on the CMU campus. Students wishing to book an appointment with a counsellor are asked to contact the North Side Receptionist at 204.487.3300 or info@cmu.ca. Confidentiality is maintained at all times. The counselling office is located at C365 (north side) and is free for CMU students.

Course schedule

	Topics	Ch.	Supp. readings
Jan 18	Introductory meeting; discussion re: purpose of course; text choice		N/A
Jan 25	Schedule setting; formalization of intro matter		N/A
Part I			
Feb 1	The nonprofit sector; relationship between NFP + FP sectors	1-2	
Feb 8	Theories of Change	3	
Part II			
Feb 15	Role of Mission and Strategic Management	5	
<i>Reading Break</i>			
Mar 1	Lobbying; Politics + Policy; Ethics	6-7	
Mar 8	Marketing NFP Orgs (+ examples)	8	find examples of NFP marketing
Mar 15	Resource Development: Capacity + Grants	9-10	
Part III			
Mar 22	Admin + Management; Governance + Leadership	11-12	
<i>Case study proposal</i>			
Mar 29	HR + Evaluating Success	13-14	
Part IV			
Apr 5	Looking forward	15	
<i>Case study due</i>			
Apr 12	Presentation day TBD		