Course	PA 7374.001 Nonprofit Organizations: Theory and Practice
Professor	Young-joo Lee, Ph.D.
Term	Fall 2016
Meetings	Tuesdays 4:00 – 6:45 pm, GR 4.208

Professor's Contact Information

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Office Hours	By appointment

General Course Information

Course Description
This class explores the leading theories of nonprofit organizations and examines how these theories are applied to the practice of management in nonprofit organizations. The course focuses on the unique elements of nonprofit organizations and the academic and practical challenges produced by these distinctive elements.

Learning Outcomes
Upon completing this course, students will have better understanding of nonprofit organizations, including:
- The nature of nonprofit organizations
- Theories of the nonprofit sector
- Important management issues in the nonprofit sector
- Changes and issues confronting today's nonprofit organizations

Required Texts & Materials
All journal articles are accessible through UTD library.

Course Schedule

Weeks	Topics & required readings
Aug 23	**Introduction to the course and nonprofit organizations** Internal Revenue Service. *Tax exempt status for your organization*. https://www.irs.gov/pub/irs-pdf/p557.pdf
Aug 30	**Why do we have nonprofit organizations? Theories of nonprofit organizations** Newhouse, J. P. (1970). Toward a theory of nonprofit institutions: An economic model of a hospital. *The American Economic Review*, *60*(1), 64-74. Salamon, L. M. (1987). Of market failure, voluntary failure, and third-party government: Toward a theory of government-nonprofit relations in the modern welfare state. *Nonprofit and Voluntary Sector Quarterly, 16*(1-2), 29-49. Young, D. R. (2000). Alternative models of government-nonprofit sector relations: Theoretical and international perspectives. *Nonprofit and Voluntary Sector Quarterly, 29*(1), 149-172. Discussion lead: Young-joo Lee

Leadership and governance in nonprofit organizations

Herman, R. D. (2009). Are public service nonprofit boards meeting their responsibilities? *Public Administration Review 69*(3), 387-390.

Brown, W. A., & Guo, C. (2010). Exploring the key roles for nonprofit boards. *Nonprofit and Voluntary Sector Quarterly,* 39(3), 536-546.

Sep 13 Preston, J. B., & Brown, W. A. (2004). Commitment and performance of nonprofit board members. *Nonprofit Management and Leadership*, *15*(2), 221-238.

Reid, W., & Turbide, J. (2012). Board/Staff relationships in a growth crisis: Implications for nonprofit governance. *Nonprofit and Voluntary Sector Quarterly*, *41*(1), 82-99.

Discussion lead:

Nonprofit motivation

Borzaga, C., & Tortia, E. (2006). Worker motivations, job satisfaction, and loyalty in public and nonprofit social services. *Nonprofit and voluntary sector quarterly*, *35*(2), 225-248.

Preston, A. E. (1989). The nonprofit worker in a for-profit world. *Journal of Labor Economics*, 438-463.

Sep 27 Lee, Y. (2016). Comparison of job satisfaction between nonprofit and public employees: Management implications. *Nonprofit and Voluntary Sector Quarterly*, *45*(2), 295-313.

Lee, Y., & Wilkins, V. W. (2011). More similarities or more differences? Comparing public and nonprofit managers' job motivations. *Public Administration Review, 71*(1), 45-56.

Discussion lead:

Financial management

Calabrese, T. (2013). Running on empty: The operating reserves of US nonprofit organizations. *Nonprofit Management and Leadership*, *23*(3), 281-302.

Carroll, D. A., & Stater, K. J. (2009). Revenue diversification in nonprofit organizations: Does it lead to financial stability. *Journal of Public Administration Research and Theory*, *19*(4), 947-966.

Oct 11 Keating, E. K., & Frumkin, P. (2003). Reengineering nonprofit financial accountability: Toward a more reliable foundation regulation. *Public Administration Review, 63*(1), 3-15.

Bowman, W. (2011). Financial capacity and sustainability of ordinary nonprofits. *Nonprofit Management and Leadership, 22*(1), 37-51.

Discussion lead:

Nonprofit marketing

Andreasen, A. R. (2012). Rethinking the relationship between social/nonprofit marketing and commercial marketing. *Journal of Public Policy & Marketing*, *31*(1), 36-41.

Arnett, D. B., German, S. D., & Hunt, S. D. (2003). The identity salience model of relationship marketing success: The case of nonprofit marketing. *Journal of marketing*, *67*(2), 89-105.

Oct 25 Dart, R. (2004). Being "business-like" in a nonprofit organization: A grounded and inductive typology. *Nonprofit and voluntary sector quarterly*, *33*(2), 290-310.

Pope, J. A., Isely, E. S., & Asamoa‑Tutu, F. (2009). Developing a marketing strategy for nonprofit organizations: An exploratory study. *Journal of Nonprofit & public sector marketing*, *21*(2), 184-201.

Discussion lead:

Volunteering and volunteer management

Brudney, J. L. (2012). Preparing the organization for volunteers. *The Volunteer Management Handbook: Leadership Strategies for Success, Second Edition*, 55-80.

Cuskelly, G., Taylor, T., Hoye, R., & Darcy, S. (2006). Volunteer management practices and volunteer retention: A human resource

Nov 8 management approach. *Sport Management Review*, *9*(2), 141-163.

Lee, Y. J., & Brudney, J. L. (2012). Participation in formal and informal volunteering: Implications for volunteer recruitment. *Nonprofit Management and Leadership*, *23*(2), 159-180.

Wilson, J. (2000). Volunteering. *Annual Review of Sociology*, 215-240.

Discussion lead:

Performance and accountability

Selden, S., & Sowa, J. E. (2011). Performance management and appraisal in human service organizations: Management and staff perspectives. *Public Personnel Management, 40*(3), 251-264.

Lee, Y. (forthcoming) What encourages nonprofits' adoption of good governance policies? *Nonprofit Management and Leadership*.

Nov 22 LeRoux, K., & Wright, N. S. (2010). Does performance measurement improve strategic decision making? Findings from a national survey of nonprofit social service agencies. *Nonprofit and Voluntary Sector Quarterly, 39*(4), 571-587.

Saxton, G. D., & Guo, C. (2011). Accountability online: Understanding the web-based accountability practices of nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, *40*(2), 270-295.

Discussion lead:

Nov 29 **Research paper due**

Dec 6 **Research presentations**

Assignments & Academic Calendar

- **Research paper**: 5,000 words (including references). Students will examine one of the issues discussed in class using the data they can obtain. The paper must contain a review of the relevant literature and a discussion of findings. Students will present their paper on December 6. Case studies are also welcome. This assignment accounts for **30 points**. **Research paper outline is due by October 18, and the instructor will provide written feedbacks.**

- **Discussion lead**: Students will lead a discussion on a given day, based on the readings assigned for that week. **The schedule will be announced and posted in the first meeting**. Not being present on the day of scheduled discussion lead will result in 0 point on this assignment. **10 points.**

- **Participation**: Active participation is not only expected but also required in a graduate-level course. Only those who actively participate in class discussions and activities in every meeting will receive the full participation credit. **10 points.**

- **Reading critiques**: Students must submit a critique of the readings that are assigned each session (1,500-2,000 words). Each critique accounts for **10 points,** and <u>student can drop one of them</u> (five critiques in total = **50 points altogether**).

*All writings should be double-spaced for readability.

Course Policies

Grading (credit) Criteria*	Research paper: 30% Discussion questions: 50% (10% each) Participation: 10% Discussion lead: 10%
Make-up Exams	There is no exam in this course.
Extra Credit	N/A
Late Work	No late submission will be accepted unless there is a medial "emergency." Being sick or not feeling well is not a medical emergency. In case of a medical emergency, official hospital documentation has to be provided to the professor.
Special Assignments	N/A
Class Attendance	Absences will negatively affect a student's grade, as he or she cannot participate in class discussions. Students must be present when they are scheduled to lead the discussion. Not be present on their discussion lead day will result in 0 point in discussion lead.

Classroom Citizenship	Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project and sabotage. Plagiarism, especially from the web, from portions of papers for other classes, and from any other source, is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). In all writing assignment, students must cite the sources properly. This course will use the resources of *turnitin.com*, which searches the web for possible plagiarism and is over 90% effective. Cell phone use is strictly prohibited in class. Students must have their cell phones off during the class. The instructor will ask anyone who shows disruptive behaviors to leave the class.
Comet Creed	*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:* *"As a Comet, I pledge honesty, integrity, and service in all that I do."*
UT Dallas Syllabus Policies and Procedures	*The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.* *Please go to http://go.utdallas.edu/syllabus-policies for these policies.*

* See above for further explanations about each assignment and grading policies.

The descriptions, requirements, and timelines contained in this syllabus are subject to change at the discretion of the professor. The professor will notify the students via email and in class when there is any change to the syllabus.