

BUSN641

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

Course Summary

Course : BUSN641 **Title :** The Nonprofit Organization and Executive Leadership

Length of Course : 8

Prerequisites : N/A **Credit Hours :** 3

Description

Course Description: A comparative analysis of the various theories, principles, and styles of leadership and how they apply to the management and governance challenges in nonprofits; complex organizations with a wide range of stakeholders and often fragile and fragmented financing.

Course Scope:

The course is intended for those planning to lead nonprofit organizations in either staff or board positions. It is a required course in the nonprofit management curriculum in the School of Business leading to a certificate in nonprofit management. Organizational management, development and specific leadership skills and managerial requirements will be discussed.

Objectives

After successfully completing this course, you will be able to:

- Understand the significance behind properly leading a nonprofit organization.
- Learn the legal structures of nonprofit and charitable enterprise.
- Learn how the nonprofit sector is legally structured and how mission related to leadership performance and service outcomes.
- Better understand the nonprofits requirement to raise money and be fiscally responsible while planning, executing and controlling fundraising initiatives.
- Learn proper planning and decision-making through careful management of employees, managers, paid staff, volunteers, etc.
- Understand the need how to how legal requirements shape nonprofit governance and executive leadership decision making.
- Know the legal and ethical responsibilities of nonprofit corporate directors and how the board of directors and key stakeholders effect leadership decisions.
- Appreciate why ethical leadership behavior is critical in the nonprofit enterprise.
- Learn how nonprofits govern themselves by using board of directors, advisory groups and other external sources.
- Know how nonprofits divide work and how they organize themselves to accomplish their public service

missions with executive decision oversight and board of director governance.

Outline

Week 1: The Nature of the Nonprofit Sector.

Learning Objectives

This week will review the differences between the nonprofit sector and the other two sectors; government and the for-profit business sector.

Readings

The readings for this week: Chapters 1 & 2. Mark Bussin (2010). Performance Management for Government, Universities, Schools and NGOs.

Deliverables:

Introduction Post, due day 7

Assignment Week 1, due day

Week 2: Why Nonprofit Organizations Exist

Learning Objectives

This week examines the theories that we use to explain the existence of the nonprofit sector. Understanding the theories that explain the sector help us manage organizations, raise money, and communicate the value nonprofits bring to society.

Text Readings:

- [Governance mechanisms in multi-party non-profit collaboration](#)
- [Donations and differentiation: Three essays on non-profit strategy](#)

Deliverables:

Forum Post Week 2, due day 3

Assignment Week 2, due day 7

Week 3: The Structure of the Nonprofit Sector

Learning Objectives

This week is dedicated to understanding the structure of the nonprofit sector from two primary perspectives. First, we look at the various sections of the Internal Revenue Code to see how the federal government classifies the different organizations that qualify for tax exempt status. This week introduces the National Taxonomy of Exempt Entities (NTEE) which was developed by the National Center for Charitable Statistics (NCCS) and is used to identify, with some precision, the types of nonprofit organizations.

Text Readings:

- Chapters 3 & 4

Deliverables:

Forum Post Week 3, due day 3

Assignment Week 3, due day 7

Week 4: Different Structures for Different Missions

Learning Objectives

Week four describes the different types of organizations and how they design their internal structures. One of the characteristics of the nonprofit sector is the wide range of different organizational structures used to address their missions. From the loose unstructured consensus-based model of self-help organizations, to membership-driven professional and trade associations, to government appointed boards, to self-perpetuating boards, we find many variations on ways in which these voluntary organizations govern themselves.

Text Readings:

- Chapter 6
- [Governance challenges for not-for-profit organisations: Empirical evidence in support of A contingency approach](#)

Deliverables:

Forum Post Week 4, due day 3

Assignment Week 4, due day 7

Week 5: Organization for Nonprofit Work

Learning Objectives

Nonprofit enterprise involves a wide variety of internal functions. Knowing what activity must be managed aids our understanding of how nonprofits should be organized and what types of executive leadership are necessary to the successful management of nonprofit organizations.

Text Readings:

- [Corporate reputation](#)
- [What is a fair level of profit for social enterprise? insights from microfinance](#)

Deliverables:

Forum Post Week 5, due day 3

Assignment Week 5, due day 7

Week 6: Obtaining and Managing Resources

Learning Objectives

Nonprofit organizations do not exist without adequate resources to sustain them. Financing nonprofit organizations is a critical area of responsibility for nonprofit boards and executive leaders but it is one that is too often not well understood because of the nature of the work nonprofits conduct and because board members and executive directors are so focused on the mission of the organization rather than on internal management activities.

Text Readings:

- Contemplative leadership: The possibilities for the ethics of leadership theory and practice
- What makes a business ethicist? A reflection on the transition from applied philosophy to critical thinking

Deliverables:

Forum Post Week 6, due day 3

Work on Research Paper, due Week 7, day 7

Week 7: Executive Leadership of the Staff

Learning Objectives

Leadership of the nonprofit organization is centered on the Chief Executive Officer, normally called the Executive Director, who is the senior paid staff person. Although the legal responsibility for the organization rests with the board, the Executive Director usually bears the greatest leadership burden because board members are volunteers and only meet intermittently whereas the ED normally has the advantage of both the technical expertise in the organization's work and being in the center of organizational activity on a full-time basis. This week we focus on the leadership of the staff.

Text Readings:

- Chapters 5 & 7
- Board processes, board strategic involvement, and organizational performance in for-profit and non-profit organizations

Deliverables:

Forum Post Week 7, due day 3

Assignment Week 7 Research Paper, due day 7

Week 8: Executive Leadership and the Board of Directors

Learning Objectives

One of the most ambiguous situations in nonprofit organizations is the relationship between the Executive Director (ED) and the Board of Directors. Although the board hires, supervises, supports, and evaluates the ED, due to the part-time nature of board work and the volunteer status of almost all nonprofit board members, the ED needs to provide leadership and support to the board. Without a good balance of power and a healthy respect for traditional board/executive practices, the organization will not operate at capacity. This last week of the course investigates the nature of executive leadership and the establishment of a healthy relationship with the board.

Text Readings:

- Chapter 13

Deliverables:

Forum Post Week 8, due day 3

Assignment Week 8, due day 7

Evaluation

Describe how you will evaluate your students for each graded activity.

Reading Assignments:

As you enter this course there are five things you need to monitor. First, this syllabus will give you an overview of the flow of the course, the required readings, and the various assignments. Second, each week there are three things to do. The Lessons provide what would be similar to the lecture you might have from your professor in a classroom setting. It is important to read the lectures since they help place the material in context and elaborate on ideas or concepts.

Supplemental Readings: May be assigned during by the Instructor.

Forum Assignments:

There is a forum question for each week. You should try to post a reply to the forum question early in the week since that is where others in the class and you will communicate. You should also comment on, provide feedback to, and question postings from other students. The nonprofit sector is so diverse and there is so much to learn. Therefore, we all, including me, will learn from others in the class. But that only happens if we hear from you.

Your initial forum posts should be done early in the week to allow your classmates to comment on and discuss issues in this area. This enables class discussion and is an important part of your learning in a graduate course.

Homework Assignments:

Each week there is also a graded assignment that is linked to your grade book. I have posed a question and have asked that you respond with a more formal posting usually about 500 words to answer the question I have asked. These questions are meant to expand your thinking beyond what is in the reading material. Assignments may be posted at the very end of the week, however, they need to be posted prior to 11:55 p.m. EST on Sunday evening.

Exams/Quizzes: None.

Field Experience Assignments: None.

Research Paper Project:

The last item to bring to your attention is the research paper. It is due at the end of Week Seven. It is due before the last week because I want an opportunity to get feedback to you before the semester is completed. Instructions for the research paper are found both in the Syllabus and the Assignments sections of the course. The research paper requires research and should be started at the end of the first week. Eight weeks is not a long time to research and write a graduate-level paper.

Please don't hesitate to contact me if you need any help. I see my role as a partner in your learning and I will be pleased to help you with course content or navigating the Sakai platform. I won't necessarily know you need help unless you tell me. Since these 8-week courses go so quickly, please don't let a problem linger. Consider this a team effort and we're both on the same team!

Grading:

Name	Grade %
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Materials

Book Title: Various resources from the APUS Library & the Open Web are used. Please visit <http://apus.libguides.com/er.php> to locate the course eReserve.*

Author:

Publication Info:

ISBN: ERESERVE NOTE

Additional Resources

Heyman, Darian R. **Nonprofit Management 101 : A Complete and Practical Guide for Leaders and Professionals.** <http://site.ebrary.com/lib/apus/docDetail.action?docID=10457924&p00=nonprofit%20management>

Web Sites

In addition to the required course texts, the following public domain web sites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note web site addresses are subject to change.

- [American Psychological Association \(APA\) Style Website](#)
 - [Purdue Online Writing Lab](#)
 - [YouTube Video on Formatting an APA Style Paper](#)
 - [Microsoft Office Training Website](#)
 - [YouTube Videos on Microsoft Excel for Beginners](#)
 - [Needles, Powers, and Crosson Textbook Companion Website](#)
 - [YouTube Video Accounting Lectures by Susan Crosson](#)
 - [principlesofaccounting.com](#)
 - [NetMBA.com](#)
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Course Guidelines

Citation and Reference Style

- Students will follow APA format as the sole citation and reference style used in written assignments submitted as part of coursework to the School of Business.
- Please note that no formal citation style is required on forum assignments in the School of Business—only attribution of sources (please see details regarding forum communication below).

Tutoring

- [Tutor.com](#) offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a SkillCenter Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours and is also available 24/7. Please visit the APUS Library and search for 'Tutor' to create an account.

Late Assignments

- Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each assignment.
- Generally speaking, if arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date. Assignments will not be accepted after the 7th day. No work will be accepted past the final day of class, unless prior arraignment have been

made with the instructor.

- As a working adult, your time is limited and often out of your control. Faculty may be more flexible if they know ahead of time of any potential late assignments.

Turn It In

- Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze an assignment submission and report a similarity score. Your assignment submission is automatically processed through the assignments area of the course when you submit your work.

Academic Dishonesty

- Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com or Scribd. Additionally, allowing your work to be placed on such web services is academic dishonesty, as it is enabling the dishonesty of others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

- Some assignments may have very specific requirements for formatting (such as font, margins, etc) and submission file type (such as .docx, .pdf, etc). See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified.
- It is the student's responsibility to ensure the all submitted work can be accessed and opened by the instructor.

Disclaimer Statement

- Course content may vary from the outline to meet the needs of a particular group or class.

Communicating on the Forum

- Forums are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting day/time after which the instructor will grade and provide feedback, it is not sufficient to wait until the last day to contribute your comments/questions on the forum. The purpose of the forums is to actively participate in an on-going discussion about the assigned content.
- "Substantive" means comments that contribute something new and important to the discussion. Thus a message that simply says "I agree" is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc.
- As a class, if we run into conflicting view points, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated.
- Students must post a response to the weekly forums prompt and post the required number of replies to other students – refer to the grading rubric and/or forum instructions for specific expectations on number of replies and word count requirements.
- The main response to the forum need to be provided mid-week – refer to the grading rubric and/or forum instructions for specific expectations. Late main response posts to a forum will not be accepted without prior instructor approval.
- Replies must be posted in the week due and replies after the end of the each week will not be graded.

Quizzes and Exams

- Quizzes and exams may consist of true/false, multiple choice, and short essay questions. Each quiz/exam is accessible only once. Once a quiz/exam is accessed, you will not be able to access it

again if you disconnect. Therefore, allocate time to complete your quiz. Weekly quizzes must be submitted by midnight Eastern Time, Day 7 of the assigned week. Late quizzes or exams will not be accepted without prior instructor approval.

University Policies

[Student Handbook](#)

- [Drop/Withdrawal policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Disability Accommodations](#)

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