

# **PADP 4640: Introduction to Nonprofit Administration**

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Department of Public Administration and Policy  
School of Public and International Affairs  
University of Georgia

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**Office:** Baldwin Hall 406

**Office Hours:** By Appointment

**Class Meeting:** Monday/Wednesday/Friday, 10:20 am – 11:10 am

**Class Location:** 202 Baldwin

## **Course Description:**

This introductory course aims to provide students with an overview of the nonprofit sector and nonprofit organizations-why they exist, how they operate, and what challenges they face. The course consists of four parts. First, a student will explore the definition and scope of the nonprofit sector, along with theoretical explanations for its existence. The second section focuses on the internal operations of the nonprofit organization by examining issues such as governance, leadership, and human resource. The third section focuses on management (accountability and performance management) focusing on financial resources particularly available for nonprofits and their unique management. The fourth section is designed to look at their efforts to develop strong external relationships with other sectors or other nonprofit organizations.

Throughout the course, students will examine the unique challenges and opportunities that nonprofits encounter as they strive to achieve their missions through assigned reading, lectures, class discussion, and various class activities. In particular, the instructor will try to examine and discuss as many real and dynamic case studies as possible.

## **Course Objectives:**

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

- Understand the definition, theory, composition, and scope of the nonprofit sector.
- Examine the organizational structure, functions, and management of nonprofit organizations in the United States.
- Demonstrate awareness and knowledge of the current challenges and opportunities facing nonprofit organizations using various theoretical frameworks and case studies.
- Gain the skills and knowledge necessary to analyze nonprofit organizations and provide possible suggestions for improvement.

## Course Material

1. **Required Textbook:** Worth, M.J. (2021). *Nonprofit Management: Principles and Practice*. Sage Publications. 6<sup>th</sup> edition
  - You may use the previous editions. All assignments and reading will be assigned from the 6<sup>th</sup> edition book, so it is your responsibility to check any updates or missing parts of the book.
2. **Required Text II:** Libby, P., & Deitrick, L. J. (2017). *Cases in nonprofit management: a hands-on approach to problem solving*. SAGE Publications
  - This book can be accessed in the UGA electronic library.
3. Additional reading or case materials will be disseminated via email or posted on eLC.

## University Policies

**UGA Student Honor Code:** University guidelines on academic honesty are enforced in this course, and you should be familiar with the UGA Student Code of Conduct and Policies. The University Student Honor Code states: “*I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others.*” A Culture of Honesty, the University's policy, and procedures for handling cases of suspected dishonesty can be found at <https://honesty.uga.edu/>

All students are responsible for knowing the University's policy on academic honesty. All academic work submitted in this course must be your own unless you have received my permission to collaborate and have properly acknowledged receiving assistance. Academic dishonesty violations will result in a minimum penalty of a ‘0’ on the assignment or exam, can escalate to an academic dishonesty charge brought by the Professor, and may result in dismissal from the program of study and the University.

**Mental Health and Wellness Resources:** If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.

- UGA has several resources for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>).
- If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.
- Additional resources can be accessed through the UGA App.

**Students with Disabilities:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. The Disability Resource Center (<http://drc.uga.edu/>) coordinates services for

students with disabilities and provides other services. If you have a disability for which you may request an accommodation in UGA classes and have not contacted the Disability Resource Center, please do so as soon as possible.

**Religious Accommodations:** UGA's religious accommodations policy, found at <https://eoo.uga.edu/definitions/religiousaccommodations>, recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the Religious Holidays Attendance Policy, I can allow students to make up work because of a religious observance provided that you notify me. Please look over the course schedule and contact me by the end of the second week of class if there are any classes you will miss due to religious observance.

## Class Policies

**Instructor Accessibility:** I am very happy to communicate with students about the course via email. I am also available during office hours, by appointment. When you send emails, please include the course number in the subject line: PADP4640. Also, please note that I do not usually check email after 6 pm on weekdays, and I do not check these at all on the weekends. Messages received during these times will receive attention once I am back online. Otherwise, you can expect to receive a response to your message within 24 hours, often much sooner. If you do not receive my response within 24 hours, please remind me or sent an email again.

**eLC and Student Email:** This course uses the eLC course Email to communicate with students. All course-related materials, assignments, exams, and grades are posted to the course online. Your official UGA student Email address that is available at eLC will be the address used to get in touch with you, if necessary. Please check this account regularly or arrange for it to be automatically forwarded to whatever personal Email account that you check daily. All course correspondence with the Professor should be conducted through eLC, for security and consistency. However, I cannot reply to an email that you sent out via eLC (ending @uga.view.usg.edu). When you expect my response, please use your UGA email address (ending@uga.edu).

**Attendance:** It is vital for students to attend and actively participate in all classes. It is also a University requirement. All of our classes are meeting in person meaning that I am not offering a Zoom option for students simultaneous with the in-person modality. Therefore, attendance at every class meeting is very important.

Please come to class on time. I do understand that we all have days when we are late. However, chronic lateness will be considered negative participation and will be graded correspondingly. Leaving class early without any serious reasons or prior notice is also very disrespectful. Please inform me in advance if you need to leave in the middle of the class otherwise your action will be considered disruptive participation.

**Participation:** Please participate in class discussion by using the widely expected and accepted norms of civility. Please adhere to the norms of university student conduct. If you are not sure what these are, please study the link: Office of Academic Integrity: <https://honesty.uga.edu/> Your participation will be also graded at the end of the semester.

**Late Assignment / Make-up procedures for Exams:** There are no make-up exams in this course. Late assignments and late exams are neither accepted nor graded. In case of a true emergency, please let the instructor know as soon as possible. The instructor reserves the right to consider and make some changes to the policies presented. In the event that the instructor chooses to accept an exception, the grade on that assignment/exam will be reduced.

## Course Requirements and Evaluation

### 1. Class Attendance (10%):

Class attendance will be graded by attendance quizzes. To be counted present, you should take the attendance quiz in a class. If you don't attend classes meaning not taking a quiz, you will lose your points. Please note that there are no make-up quizzes. If you are unable to attend a class and take quizzes, please reach out to the instructor in advance. Notification of anticipated absences must occur as early as possible. Excused absences can include religious holidays, pre-approved professional activities, injury or illness of the student, or immediate family member. When the instructor finds reasonable cause for absence, your absence will be counted as an excused absence. However, the excused absence cannot exceed 3 times in total.

Quizzes will be given at the beginning of each Monday and Wednesday class and students must turn in quizzes by the end of each class. A quiz will contain multiple-choice questions, true/false, and short-answer questions. You do not need to worry about quizzes. All answers could be easily found in the lecture slides. We will look at the quiz together again at the beginning of the next class. Also, there is no need to be concerned about the results of the quiz. The quiz is not scored as long as you submit it. However, missing the quiz will be considered absent.

Your unexcused attendance will be graded as follows;

Attendance	Point
100% attendance	10 points
1 absence	9 points
2 absences	8 points
3 absences	7 points
4 absences	6 points
5 absences	5 points
6 absences	4 points
7 absences or more	0 point

**2. Weekly Case Study Assignment (12\*2 = 24%):**

This course aims to look at many nonprofit cases as possible. Accordingly, Friday's class is a time for case studies and there will be a weekly case study assignment due every Friday of the semester. The list of assigned case studies will be available on eLC. You should read all assigned case studies and try to answer the questions. Please print out the assignments and submit them at the end of class during the assigned week. You can find the due day for each assignment at the end of the course schedule. The assignment should be 1-2 pages (no more than 2 pages), single-spaced, and 10-12-point font. There will be 12 assignments and each assignment counts for 2 points (2 point each \* 12 assignment= 24 points).

The detailed instruction and grading rubric will be available on eLC.

**3. Individual Case Study Presentation (10%):**

In addition to this individual weekly case study assignment, there is an individual case study presentation. Each student will be assigned one case study presentation in Friday's class. In order to do so, the students are expected to do more in-depth case study and present it in the classroom. Presenters should pose 2-3 questions to all students and try to lead/facilitate the class discussion at the end of the presentation. Presenters should prepare the presentation files (e.g., PowerPoint) and send out it to me via email (suyoung.choi25@uga.edu ) before 10:00 am on the day you present. Of course, all other students are expected to participate in these discussions with their own reflections regardless of whether they are assigned for the case study presentation or not. The guideline with a grading rubric will be posted on eLC.

The sign-up sheet will be available after the final list of students is confirmed. The detailed instruction and grading rubric will be available on eLC.

**4. Exam I (20%): In-class Exam**

The first exam will be an in-class exam. This exam will consist of several types of questions. First, there will be multiple-choice questions, true/false questions. However, all these questions will be the exactly same questions that you see on the attendance quizzes. Second, there will be also short answer questions (2~3 sentences). The exam will cover the textbook, homework assignments, lectures, case studies, and classroom discussions. The exam will be given in class, and all students are required to take the test. No early exams will be allowed. No make-up exam will be administered.

**5. Exam II (10%): Nonprofit Organization Analysis**

The second exam will be a take-home assignment. You will be requested to select a nonprofit organization that interests you and appraises the mission, structure, growth, personnel, operations, and managerial practices. The detailed instruction and grading rubric will be provided.

## 6. Exam III (20%): Research Review Paper

The final exam will be a take-home exam. The final exam covers the entire course. This is an open-book exam which means that you are permitted to use any materials that are used in class, the textbook, lecture slides, and anything. In addition, this requires you to use scientific literature, concepts, data, and theories to answer the questions. The detailed instruction and grading rubric will be provided.

## 7. Participation (6%)

Students are expected to participate in all class activities. The instructor expects students to come to all classes and actively participated in the class by answering the questions raised by the instructor or asking necessary questions. In particular, I expect all students to complete reading assignments and weekly assignments in every Friday's class and prepare to participate in the discussion.

Participation	Point
My participation was exceptional in some way. I frequently contributed to discussions or volunteered to answer questions that went beyond reading and discussion questions. My participation included thoughtfully and respectfully responding to the questions and comments of my peers.	6 points
I met general expectations. About once a week, I volunteered to answer basic questions about the reading or I asked clarification questions. My participation primarily involved interaction with the professor and my peers.	4 points
I showed up but didn't paid attention during class, but I rarely participated unless called on or assigned group work.	3 points
I showed up but didn't participate in the discussion at all. I may have been daydreaming or working on material for another class.	2 points
I, in some way, detracted from the class. I was rude, tardy, snored while asleep, or used electronics in a way prohibited by the syllabus.	0 points

Even though I present the grading rubric, I should announce in advance that this grade will depend greatly on my subjectivity.

## Grading:

The following scale is used to determine the course grade.

Final Grading Components and Weight		Grade Scale			
Attendance (Quizzes)	10	A	100-94	C+	77-79
Weekly Assignment	12*2 = 24	A-	90-93	C	73-76
Individual Case Presentation	10	B+	87-89	C-	70-72
Exam I: In-class exam	20	B	83-86	D	60-69
Exam II: Analysis report	10	B-	80-82	F	0-59
Exam III: Research paper	20				
Participation	6				
- Total	100%				

## Course Schedule

Week	Date	Section	What to Do	Due Date
<b>Section I</b>		<b>Understanding the Nonprofit Sector</b>		
<b>1</b>	01/09 (Mon.)	[1-1] <b>Classes Begin:</b> Introduction, Course Overview		
	01/11 (Wed.)	[1-2] What is Nonprofit Administration?	Reading: Chapter 1	
	01/13 (Fri.)	[1-3] Case Study	Reading: Case Study	
<b>2</b>	01/16 (Mon.)	No class-Martin Luther King, Jr. Day		
	01/18 (Wed.)	[2-1/2] Overview of the Nonprofit Sector	Reading: Chapter 2	
	01/20 (Fri.)	[2-3] Case Study 1	Presentation 1 and Discussion	Assignment 1
<b>3</b>	01/23 (Mon.)	[3-1] Nonprofit Theories at the Macro level	Reading: Chapter 3	
	01/25 (Wed.)	[3-2] Nonprofit Theories at the Micro level	Reading: Ott & Dicke (2021) Ch.14~17	
	01/27 (Fri.)	[3-3] Case Study 2	Presentation 2 and Discussion	Assignment 2
<b>Section II</b>		<b>The Structure of the Nonprofit Organization</b>		
<b>4</b>	01/30 (Mon.)	[4-1] Nonprofit Governing Board	Reading: Chapter 4	
	02/01 (Wed.)	[4-2] Bylaw and Governance	Reading: Renz (2016) - Ch.5	
	02/03 (Fri.)	[4-3] Case Study 3	Presentation 3 and Discussion	Assignment 3
<b>5</b>	02/06 (Mon.)	[5-1] Executive Leadership	Reading: Chapter 5	
	02/08 (Wed.)	[5-2] Board vs. CEO	Reading: Renz (2016) - Ch.6	
	02/10 (Fri.)	[5-3] Case Study 4	Presentation 4 and Discussion	Assignment 4
<b>6</b>	02/13 (Mon.)	[6-1] Human Resource Management	Reading: Chapter 9	
	02/15 (Wed.)	[6-2] Volunteer Management	Reading: Wilson (2012)	
	02/17 (Fri.)	[6-3] Case Study 5	Presentation 5 and Discussion	Assignment 5
<b>7</b>	02/20 (Mon.)	<b>EXAM I: In-Class Exam</b>		
	02/22 (Wed.)	No Class		
	02/24 (Fri.)	Exam I Review		
<b>Section III</b>		<b>Nonprofit Management and Finance</b>		
<b>8</b>	02/27 (Mon.)	[7-1] Accountability	Reading: Chapter 6	
	03/01 (Wed.)	[7-2] Performance	Reading: Renz (2016) - Ch.6	
	03/03 (Fri.)	[7-3] Case Study 6	Presentation 6 and Discussion	Assignment 6
<b>9</b>	03/06 (Mon.)	<b>Spring Break</b>		
	03/08 (Wed.)			
	03/10 (Fri.)			

<b>10</b>	03/13 (Mon.)	[8-1] Nonprofit Revenue Sources	Reading: Chapter 13, 14, 15	
	03/15 (Wed.)	[8-2] Nonprofit Expenditure	Reading: Froelich (1999)	
	03/17 (Fri.)	[8-3] Case Study 7	Presentation 7 and Discussion	Assignment 7
<b>11</b>	03/20 (Mon.)	[9-1] Nonprofit Financial Management I	Reading: Chapter 12	
	03/22 (Wed.)	[9-2] Nonprofit Financial Management II	Reading: Prentice (2016)	
	03/24 (Fri.)	[9-3] Case Study 8	Presentation 8 and Discussion	Assignment 8
<b>12</b>	03/27 (Mon.)	[10-1] Nonprofit Financial Management III: Form 990	Reading: IRS Form 990 Instruction	
	03/29 (Wed.)	[10-2] Fundraising	Reading:	
	03/31 (Fri.)	[10-3] Case Study 9	Presentation 9 and Discussion	Assignment 9
<b>13</b>	04/03 (Mon.)	<b>EXAM II: Take-Home Assignment</b>	The exam will be available on 04/03 (Mon.) at 10:20 am.	Due on 04/09 (Sun.) by 11:59 pm
	04/05 (Wed.)			
	04/07 (Fri.)			
<b>Section VI</b>		<b>External Relationship</b>		
<b>14</b>	04/10 (Mon.)	[11-1] Collaborations, Partnerships, and Mergers	Reading: Chapter 8	
	04/13 (Wed.)	[11-2] Cross-Sectoral Collaboration	Reading:	
	04/14 (Fri.)	[11-3] Case Study 10	Presentation 10 and Discussion	Assignment 10
<b>15</b>	04/17 (Mon.)	[12-1] Marketing and Communication	Reading: Chapter 10	
	04/19 (Wed.)	[13-1] Social Entrepreneurship and Social Innovation	Reading: Chapter 16	
	04/21 (Fri.)	[12-3] Case Study 11	Presentation 11 and Discussion	Assignment 11
<b>16</b>	04/24 (Mon.)	[14-1] Advocacy, Lobbying, and Social Change	Reading: Chapter 11	
	04/26 (Wed.)	[14-2] Strategy for Advocacy		
	04/28 (Fri.)	[14-3] Case Study 12	Presentation 12 and Discussion	Assignment 12
<b>17</b>	05/01 (Mon.)	<b>Classes End (No Class): Exam III: Take-Home Final Exam</b>	The final exam will be distributed on 05/01 Mon. at 10:20 am.	Due on 05/08 Mon. by 11:10 am

\* Note: The course syllabus is a general plan for the course. Any changes will be announced in advance and/or posted on eLC.



### Additional Reading List

1. Froelich, K. A. (1999). Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations. *Nonprofit and Voluntary Sector Quarterly*, 28(3), 246–268.
2. Ott, J. S., & Dicke, L. (2021). *The nature of the nonprofit sector*. Routledge.
3. Prentice, C. R. (2016). Why so many measures of nonprofit financial performance? Analyzing and improving the use of financial measures in nonprofit research. *Nonprofit and Voluntary Sector Quarterly*, 45(4), 715-740.
4. Renz, D. O. (2016). *The Jossey-Bass handbook of nonprofit leadership and management*. John Wiley & Sons
5. Wilson, J. (2012). Volunteerism research: A review essay. *Nonprofit and voluntary sector quarterly*, 41(2), 176-212.