

PA 470 -- Managing Public and Nonprofit Organizations

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Class Hours: T/TH 12:30-1:45

Class Location: McClelland 123

Office Hours: 8:30-9:25 & 1:50- 2:20 T/TH / by appointment

Course Overview & Objectives

Managing Public and Nonprofit Organizations is an exploration of organization theory and behavior in the context of issues confronting upper echelon public and nonprofit administrators on local, state and federal levels. This class combines theoretical, conceptual, and practical knowledge to assist students in learning about effective public and nonprofit management. Readings provide an examination of major schools of thought in public management, as well as an overview of real-world applications facing managers in the public and voluntary sectors of American society.

Texts & Readings

TEXT: Anheier. H. K. (2005). *Nonprofit organizations: Theory, management, policy*. New York: Routledge.

Other Articles & Information

Articles and practical guides from think tanks, institutes, and foundations related to this course can be found on the PA470 Blackboard course management system. Related web links are also listed in the syllabus outline.

Also, purchase: New Schools Venture Fund. Purchase on Harvard Business Review \$6.50

http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=301038&referral=2340

Assignments

Strategic Planning/VMOSA: Students will present a strategic plan for their newly formed/developing nonprofit organization. See attached VMOSA assignment description. LATE ASSIGNMENTS and PRESENTATIONS ARE MARKED DOWN ONE LETTER GRADE EVERY 24 HOURS THEY ARE LATE. One half letter grade is taken if submitted the same day, but after the submission deadline.

Grading

TEST #1	25%
TEST #2	25%
TEST #3	25%
VMOSA/Strategic Planning FINAL PROJECT & Presentation	25%

Grading follows the standard classification:

+ 90.00 = A 80.00-89.99 = B 70.00-79.99=C 60.00-69.99 = D 59.99 or below = E

If you are unable to take a test during scheduled test hours, you will need to provide written notification by a doctor or other professional detailing the condition or issue (e.g., illness, death in family, car accident, etc).

Course Outline & Required Readings

DATES	TOPIC	READINGS
August 26 th - September 2 nd	Fundamentals of Nonprofit and Public Organizations: Historical Background and Concepts	Text: Anheier, Chapters 1 & 2
September 4 th - 11 th	Dimensions: Scale, Scope, Revenue Structures of Nonprofits	Text: Anheier, Chapters 3, 4 & 5 Lester M. Salamon, "The Resilient Sector: The State of Nonprofit America" http://www.brookings.edu/press/books/chapter_1/resilientsector.pdf
September 16 th -23 rd	Intro to Organizational Theory: Human Relations, & Scientific Management, Population Ecology, Organizational Form and Niche, Resource Dependency Theory, Power & Leadership	Articles & Text Chapters: Daft, R. (2007). <i>Organizational theory and design</i> (9 th ed). Mason, OH: Thompson South-Western. pps. 1-49. Text: Anheier, Chapter 7
Thursday, September 25th TEST #1		
September 30 th - October 9 th	Introduction to Strategic Planning: Developing and Strengthening Organizational Achievement	Article: Review, take notes and be prepared to ask questions about your VMOSA assignment -- http://ctb.ku.edu/tools/en/chapter_1007.htm , Chapter 8 Community Toolbox, Developing a Strategic Plan City of Tucson Strategic Plan 2006 http://www.tucsonaz.gov/hottopics/0708stratplan.pdf Arizona's Strategic Plan for Crime Victim's Services. (Guidelines for nonprofit and governmental organizations) Do NOT print this article, but review online. http://crime.azvictims.org/AZVOCA/pdf/StrategicPlanningManual.pdf
Oct. 14 th	Effective Public Management: Key Elements	Articles: Rainey, H. and Steinbauer, P. (2005). Executive management: The concept of effective public organizations. In Stillman, R.J. (Ed.) <i>Public administration: Concepts and cases</i> . Boston: Houghton Mifflin Company.
October 16 th - 23 rd	State-Nonprofit Relations / Federal Grants / Contracting	Text: Anheier, Chapter 13 pps. 281-295 Article: Fisher et al. (2006) Effectively Managing Professional Services Contracts: 12 Best Practices. <i>IBM Center for the Business of Government</i> . http://www.businessofgovernment.org/pdfs/FisherReport.pdf Van Slyke, D. M. (2002). The public management challenges of contracting with nonprofits for social services. <i>International Journal of Public Administration</i> , Vol. 25.
Tuesday, October 28th TEST # 2		

DATES	TOPIC	READINGS
October 30 th	What Works, Best Practices, and Evidence-Based Programs	Dalton, A. (Summer 2008) Books to grow on: How Room-to-Read created more than 5,000 libraries in less than eight years. Stanford Social Innovation Review. (http://www.pbs.org/frontlineworld/rough/2007/06/nepal_a_girls_1.html)
November 4 th - 6 th	Social Capital, Civil Society and Social Entrepreneurship	Articles: Fukuyama, F. (1999). <i>Social Capital and Civil Society</i> , Prepared for delivery at the IMF Conference on Second Generation Reforms Review Website: http://www.imf.org/external/pubs/ft/seminar/1999/reforms/fukuyama.htm#figl Social Entrepreneurship Cases - in Class
Tuesday, Nov 11 th Holiday, No Class		
November 13 th	Networks & Venture Capital Models in Nonprofits	Milward, B. & Provan, K. (2003). Managing Networks Effectively. Paper presented at the National Public Management Research Conference, Georgetown University, Washington, DC http://www.pmranet.org/conferences/georgetownpapers/Milward.pdf Case: New Schools Venture Fund. Purchase on Harvard Business Review or check out from U of A Library
November 18 th	Nonprofit Branding	Lecture
November 20 th	Nonprofit Start-ups - How to	Basics of How to Start a Nonprofit. Visit Foundation Center Tutorial http://foundationcenter.org/getstarted/tutorials/establish/
FINAL PROJECTS DUE FRIDAY November 21st 3:00 pm		
November 25 th		Student Presentations
Tuesday, December 9th Test #3		
December 2nd & 4th Final Project Presentations		