### Syllabus: PA 5553: Strategic Management of Nonprofit Organizations

<table>
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<tr>
<th>Content Area</th>
<th>Notes</th>
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<tr>
<td><strong>Subject/Curricular Designation</strong></td>
<td>Public Administration</td>
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<tr>
<td><strong>Catalog Number</strong></td>
<td>5551</td>
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<tr>
<td><strong>Course Title</strong></td>
<td>Strategic Management of Nonprofit Organizations</td>
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<td><strong>Course Description</strong></td>
<td><em>Strategic Management of Nonprofit Organizations</em> is an advanced management course in the Nonprofit Emphasis Area of the MPA degree program, and is designed to prepare students for a career in executive management in private, nonprofit/nongovernmental organizations. The course examines the overall concepts of management and strategy in the nonprofit setting, and the role of board and executive leadership in providing strategic direction for the organization. The course addresses topics of special importance in the governance and strategic management of charitable nonprofit organizations, including organization development, board leadership, strategic planning, human resource management, organizational performance and effectiveness, and marketing.</td>
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<td><strong>Credit Hours</strong></td>
<td>3 credit hours</td>
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<td><strong>Prerequisites/Co-Requisites</strong></td>
<td>None</td>
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<td><strong>Restrictions/Exclusions</strong></td>
<td>Restricted to graduate level students</td>
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<td><strong>Course Component (format)</strong></td>
<td>Lecture</td>
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<td><strong>Course Instructional Mode</strong></td>
<td>Classroom Based</td>
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| **Required and Recommended Materials** | Required textbooks are:  
  *Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity (Second Edition).*  
  In addition, students will be responsible for reading all articles and other resource materials that are posted on the assigned readings sections of Blackboard and distributed in class sessions throughout the semester. There also are optional supplemental readings that also will be posted on Blackboard, and these are contained in a separate folder that is clearly labeled as such. |
| **Evaluation and Grading Criteria** | Students are accountable for keeping up to date on this information.  
  • Assignment 1: Strategy Paper  
  • Assignment 2: Executive Leadership paper  
  • Assignment 3: Organizational Capacity Assessment paper  
  • Final Integrative Paper |
| **Student Learning Outcomes (SLOs)** | This course is designed to contribute to student learning with regard to the following MPA program competencies (as required for MPA accreditation by NASPAA, the Network of Schools of Public Policy, Affairs, and Administration):  
  • To lead and manage in public governance  
  • To analyze, synthesize, think critically, solve problems and make decisions  
  • To articulate and apply a public service perspective |
In addition, it contributes to the Bloch MPA program’s mission-specific competency, *Lead and manage in entrepreneurial and innovative ways.*

### MPA/Nonprofit Program Outcome
- Lead and manage teams, organizations, networks, and inter-organizational public service initiatives
- Organize, lead, and manage the work of the board, staff, and volunteers of a nonprofit public service organization
- Apply the frameworks and concepts of nonprofit organizational strategy and strategic management
- Lead and facilitate system innovation and entrepreneurial change initiatives in public service settings

### Learning Outcomes for Course
- Students will explain a framework and apply the concept of strategy in the leadership and management of a nonprofit organization;
- Students will explain and employ the components of strategic management as relevant to the context of nonprofit organizations, including the fundamental elements of each component’s focus and practice and how each contributes to the performance of the organization;
- Students will formulate the strategic management roles and responsibilities of the senior nonprofit executive;
- Students will explain and apply the concept of the concept of organizational effectiveness, and differentiate how various strategic management practices contribute to organizational effectiveness.

### Course Expectations, Course Policies, Requirements and Standards for Student Coursework and Student Behavior

Class attendance and participation: Class attendance and participation are essential to your success in this course. Your participation, as an active learner and as a contributor to the learning of others, is required. Therefore, your enrollment in this course constitutes a commitment to attend scheduled class sessions and to actively participate. Attendance, contribution to the learning of others, and active participation in class exercises will be factors in the course grade. This includes completion of ungraded book and worksheet exercises. Significant contributions will be those that improve the quality of class discussion and learning, and that help fellow students understand the course information and concepts (as opposed to mere frequency or quantity of talking). To the degree possible, students should notify the instructor of excused absences in advance, and students who have an excused absence are expected to make arrangements for alternative or make-up work. Such arrangements should be made in advance of the absence, to the greatest degree possible.

Course Schedule: An initial schedule of class session topics, assignments, and readings is attached. This schedule will be updated as the semester progresses, and revised schedules will be posted on Blackboard and distributed in class as necessary. The instructor will explain any changes at the times that these are distributed. However, it is the student’s responsibility to keep up with any schedule and assignment modifications that are made throughout the semester. Please be sure to contact Dr. Renz if you need clarification regarding the classes, assignments, etc.

Conduct: A student enrolling in any UMKC course is expected to exhibit high standards of academic honesty. Cheating and plagiarism will not be tolerated. In the case of academic misconduct, the instructor will assess the affected work and report the incident to Bloch School administration according to the guidelines posted in the University catalog.
Plagiarism of assignments and papers is unacceptable, and a grade of zero will be assigned on any such item where plagiarism has been detected. In addition to receiving a zero for the exam/assignment, the instructor is under obligation to report academic misconduct to the Associate Dean of the Bloch School of Management, who in turn is under obligation to report it to the Vice Provost for determination of sanctions. Those sanctions range from probation to expulsion from the University.