

Graduate Courses in Nonprofit Leadership and Management

A note about course syllabi. These are provided as a reference and overview of the course. The specific assignments and topics of your class will be presented by the instructor during the first class period and as a result may be slightly different than those presented here.

EXAMPLE COURSE SYLLABUS
Financial Management for Nonprofits
Arizona State University
Center For Nonprofit Leadership & Management
NLM 520 - 3 Credit Hours

Objectives of the Course

This course will examine financial management principles of nonprofit organizations through the examination of case studies of problems in the financial management of nonprofit organizations. The focus of the course is on:

1. financial and managerial accounting,
2. financial statement preparation and analysis,
3. financial planning and forecasting,
4. budgeting and management financial controls,
5. analysis of cost behavior,
6. short and long-term financing including fundraising strategies,
7. management of financial resources and investments,
8. cost accounting and cost analysis, and
9. IRS forms required to be filed by nonprofit

Course Material

Skim, Jae K. & Joel G. Siegel, *Financial Management for Nonprofits*, McGraw-Hill, 1997

Course Overview

You will engage in several individual and group activities during the semester that are designed to expose you to a variety of concepts of financial management of nonprofits. We will make extensive use of case studies in which the students and the instructor share the responsibility and power for teaching and the privilege of learning together. We will measure the success of the class by the degree that each student shares in this partnership and serves as a learning resource for the group. Participants are expected to make vigorous contributions to all class activities.

Students are expected to do all assigned readings in advance of the class for which they are assigned, and be prepared to use information and knowledge from the readings in class discussions.

Student Assessment

A financial exercise will be due before each class. Student assessment will be based on these exercises, class participation, and midterm and final examination paper.

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Class Exercises - (30% of grade)
Midterm Examination - (20% of grade)
Class Participation - (30% of grade)
Final Examination - (20% of grade)

Students Missing Class

Full attendance is expected of all students. Students unable to attend class must obtain prior approval, and will be assigned a writing project based on the class readings. Students who miss more than four meetings will be asked to withdraw from the class.

Class 1	Shim, Chapters 6 and 7
Class Introduction and Overview	Exercise No. 4 Due
Introduction of class	
Overview of course	Class 7
Review and discussion of syllabus	Fundraising for Nonprofits
Expectations for discussion of class exercised	Reading Assignment
Development of class:	To be determined
Mission statement	Exercise No. 5 Due
Evaluation Criteria for Class Discussion	
Background	Class 8
	Fundraising for Nonprofits Continued
Class 2	Reading Assignment
Introduction to Nonprofit Financial	To be determined
Management Principles	Exercise No. 6 Due
Reading Assignment	Midterm Examination Due
Shim, Chapter 1	
	Class 9
Class 3	Short Term & Long-Term Financing
Nonprofit Financial Management & Managerial	Reading Assignment
Accounting	Shim, Chapter 10
Reading Assignment	Exercise No. 7 Due
Shim, Chapter 2	
Exercise No. 1 Due	Class 10
Class 4	Management of Financial Resources and
Financial Statements	Investments
Reading Assignment	Reading Assignment
Shim, Chapter 4	Shim, Chapter 11
Exercise No. 2 Due	Exercise No. 8 Due
	Class 11
Class 5	Cost Accounting
Financial Planning and Forecasting	Reading Assignment
Reading Assignment	Shim, Chapter 12
Shim, Chapter 5	Exercise No. 9 Due
Exercise No. 3 Due	
	Class 12
Class 6	Analysis for Nonroutine Decisions and
Budgeting A Tool For Planning And Control	Financial Modeling
Reading Assignment	

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Reading Assignment
Shim, Chapter 13
Exercise No. 10 Due

Class 13
IRS and Arizona Tax Forms
Exercise 11 Due

Class 14
The Role Of The External Auditor

Reading Assignment

To be provided
Exercise 12 Due

Class 15
Final Examination Due and Review of Financial
Management and Fundraising Concepts

Class 16
Discussion of Final Examination