

## **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

#### **Volunteer and Human Resources in Nonprofit Organizations**

Arizona State University  
Center For Nonprofit Leadership & Management  
NLM 540 - 3 Credit Hours

**Course rationale:** The voluntary nature of much of the work in the nonprofit sector is one of its distinguishing characteristics. This course is designed to introduce theories, research, and practice for managing personnel/human resources (for both paid and volunteer staff) in nonprofit settings. The course explores the attachments of participants in nonprofit organizations, the motivational and personnel programs required by these attachments, and the managerial strategies for effective human resources management.

**Course Goals:** This course provides an opportunity to explore management trends and issues currently effecting the sector for both paid and volunteer staff. Through research and analysis students will:

- Gain understanding of the unique nature of human resources management in the nonprofit sector.
- Explore the similarities and differences inherent in staffing structures for volunteers and/or paid staff.
- Develop an understanding of management techniques for enhancing the effectiveness of personnel (paid and volunteer).
- Understand the varied roles of staff (paid or volunteer) in nonprofit organizations and the factors involved in decision making concerning how best to staff various functions.
- Understand the risk management issues surrounding paid and/or volunteer staff.

#### **Required Texts:**

Ellis, Susan J. (1986). *From the top down: The executive role in volunteer program success*. Energize, Inc.: Philadelphia, PA.

Pynes, Joan E. (1997). *Human resource Management for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass Publishers.

**Instructional Rationale:** Learning requires active involvement of students; students are responsible for

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their own learning; students share in the responsibilities for instruction. Through focused reading, discussion, writing and participation in hands-on group exercises students are expected to build complex conceptual frameworks that will expand their understanding of human resource trends and issues in the nonprofit sector. As major topics in the course are examined, students will seek to discover connections, relationships, multiple causes and effects within and among topics.

**Course Requirements:** Students are expected to read all required assignments prior to the class period during which they will be discussed and to actively participate in class discussion of those readings and related issues. Students will be responsible to read and understand all materials assigned and provided as part of class.

Regular class attendance and participation is expected. Structured in-class discussions of course concepts and their application will require each student's active participation and count toward course participation grade.

1. Case Studies/Reaction Papers (200 points) – Four 50 point reaction papers will be assigned over case studies read and discussed during the semester. Expectations for the Reaction Papers will be shared separately.
3. Group Project (250 points) – Students will work in groups to review and suggest recommended edits for personnel and volunteer policies and procedures for local partner agencies. Each group will submit a written report of the project including their suggested revisions with rationale.
4. Final Exam (250 points each) – The take-home final examination of case study format will challenge the student to creatively apply content from across the entire semester. The final will be given two weeks prior to the end of the semester, and the final exam time will be used for discussion. Participation during the final exam time is mandatory.

**Grading System:**

Grading will be based upon the total number of points earned for the semester (of 750):

- A = 90% - 100%
- B = 80% - 89%
- C = 70% - 79%
- D = 60% - 69%
- E = 59% or less

**NOTE:** Assignments are considered late if turned in any time after the class period of the assigned due date. Late assignments will, under no circumstances, be accepted for a grade. Students will be told in class the due dates for all assignments in advance of expected completion.

**Course Topics:**

- Week One: Introduction, overview, and framework for analysis
- Week Two: Strategic Management
- Week Three: Strategic HRM
- Week Four: Organizational Behavior of Volunteers
- Week Five: Working with volunteers
- Week Six: Managing Diversity

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Week Seven: Equal Employment/ Legal Issues

Week Eight: Job Analysis

Week Nine: Recruitment, Selection & Staffing

Week Ten: Performance Evaluation

Week Eleven: Compensation and Benefits

Week Twelve: Training & Development

Week Thirteen: Career Development

Week Fourteen: Emerging Issues

Week Fifteen: Summary and Review