

**Argosy University**  
**COURSE SYLLABUS**

*Leadership in Public and Non-Profit Organizations*  
*B6761*

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**Faculty Information**

**Faculty Name:**

**Campus:**

**Contact Information:**

**Office Hours:**

**Short Faculty Bio:**

**Course description:**

This course investigates issues and trends shaping the nonprofit and public sectors and the challenges they present for leaders. “Best practices” of public and nonprofit sectors are examined. Topics include trends in philanthropy and public giving; mergers, strategic alliances and joint ventures within and across sectors; new models for governance and boards; and the type of leadership that is required to create and maintain high levels of excellence in organizations.

**Course Pre-requisites:** None

**Required Textbook:**

**IMPORTANT: You are not required to purchase the textbook for this course. Your textbook will be available to you as an electronic book with your fully online or blended course on the eCollege platform.**

Herman, Robert. (2005). *The jossey-bass handbook of nonprofit leadership and management (2<sup>nd</sup> ed)*. Wiley.

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:**

**1. Communication**

- 1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context

2. **Critical Thinking/Problem Solving**
  - 2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions
  - 2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action
  - 2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems
3. **Team**
  - 3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals
  - 3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders
4. **Ethics**
  - 4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences
5. **Diversity**
  - 5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences
6. **Analysis/Application**
  - 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
  - 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals
7. **Public Policy**
  - 7.1. Public Policy - Analyze the interrelationship and the functional areas of a public and non-profit organization both internally and externally

**Course Objectives:**

1. Compare and contrast challenges that leaders face in nonprofit and public organizations. (Program Outcomes: 2.1, 2.2, 2.3, 4.1, 5.1, 7.1)
2. Examine trends in philanthropy and their effects on nonprofit organizations. (Program Outcomes: 2.1, 2.2, 2.3, 4.1, 7.1)
3. Assess how mergers, strategic alliances and joint ventures affect both public and nonprofit organizations. (Program Outcomes: 2.1, 2.3, 4.1, 5.1, 6.2, 7.1)
4. Given case studies and/or a business scenarios, evaluate different leadership styles and determine which are the most effective and why. (Program Outcomes: 2.1, 2.2, 2.3, 4.1, 5.1, 6.2, 7.1)
5. Examine how leaders manage the processes of leading change, developing organizational culture, motivating people, designing organizations, and strategic decisions. (Program Outcomes: 2.1, 2.2, 2.3, 4.1, 5.1, 6.2, 7.1 )
6. Compare and contrast public administrations versus nonprofit administrations in domestic and global settings. (Program Outcomes: 2.1, 2.2, 2.3, 4.1, 5.1, 6.2, 7.1)
7. Examine the role of the Board of Directors or Controlling Bodies for Non-Profit or Public Organizations (Program Outcomes 3.2, 5.1, 5.3, 6.1, 7.1)

## Assignment Table

Module	Module Topics	Readings	Assignments
1	<p>Introduction to the Roles the Public Sector Plays</p> <ul style="list-style-type: none"> <li>- Capitalism and philanthropy</li> <li>- Privatization</li> <li>- Evolution of American Welfare State</li> </ul> <p>Impact of Market Failures and Government intervention</p>	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• The legal framework of the non-profit sector in the United States</li> <li>• The changing context of American non-profit management</li> </ul>	
2	<p>Philosophy and Theoretical Considerations Public and Non-Profit Cultures</p>	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• Historical perspectives of the non-profit sector in the United States</li> <li>• Non-profit organizations and social institutions</li> <li>• The internationalization of the nonprofit sectors</li> </ul>	
3	<p>Administrative Responsibilities Organizational Structure</p>	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• Board leadership</li> </ul>	

		<p>and development</p> <ul style="list-style-type: none"> <li>• Executive leadership</li> </ul>	
4	Public Trust Organizational Image	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• Non-profit organizations and social institutions</li> <li>• Non-profit lobbying</li> <li>• Keeping the community involved</li> </ul>	
5	<p>Recognizing Leadership and the Leaders' Responsibilities</p> <p>Recognizing Boardmanship and the Board Member's Responsibilities</p>	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• Ethical nonprofit management</li> </ul>	
6	Public Policy, Politics and Direction Globalization	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• Non-profit organizations and social institutions</li> <li>• The legal framework of the non-profit sector in the United States</li> </ul>	
7	Features of Effective Leadership Control of the Bureaucracy (Ethics)	<p><i>Jossey-Bass Handbook of NonProfit Leadership and Management</i></p> <ul style="list-style-type: none"> <li>• The strategy</li> </ul>	

		change cycle	
8	The Future of Public and Not-for-Profit Leadership	<i>Jossey-Bass Handbook of NonProfit Leadership and Management</i> <ul style="list-style-type: none"> <li>• Designing and managing the fundraising program</li> <li>• Enterprise strategies for generating revenue</li> </ul>	

**Course Project:**

**Title: Public Leadership Interviews.**

**Overview:**

For this assignment, each student is required to conduct interviews with four different individuals in two different public sector organizations. You must not be employed by either organization you choose. One organization should be a local government or federal or state agency and the other should be a nongovernmental agency in the not-for-profit sector. Preferably, the people you choose will result in two sets of interviews with people in similar roles/positions in two different organizations. Each interview should be 30-45 minutes in length.

One set of interviews should be with high-level administrators, preferably the top non-elected official in the organization. Be sure that the individuals you choose have broad managerial responsibilities over a large part of the organization and experience dealing with external stakeholders. The second set of interviewees can be from any functional area of your choice, provided they have similar roles. For instance, interviewing individuals who are both in human resources or finance are two options.

Ask them to describe their work, their role in the organization, and the issues currently facing their organization. Also ask them about their own careers and the challenges they have faced in getting where they are today. What advice do they have for a graduate student such as you? Finally, ask them about their own perceptions of the kinds of issues facing public administration today. Are there changes occurring in your metro area, state, or the country that are important for public administrators to understand? For this last question, topic areas should include:

1. How does the *external environment* affect what they do? Do they have any contacts with the legislative branch, governments, media, and interest groups? For those

interviewees in government positions, how important is cooperation with other governments?

2. What does the typical administrator need to understand about *issues and trends* in the public or not-for-profit sector?

3. What role does *personal ethics* play in the work they do? In what ways do they think these issues are different from those faced by their counterparts in public or not-for-profit organizations? (Ask government officials about how it is different from what not-for-profit officials face, and vice versa.)

### *Formatting Requirements*

Be sure to adequately prepare for each interview by generating a list of 10-12 broad questions. **These interview questions can be asked via telephone, email, or in person.** Preparing several short follow-up questions for many of the broad questions is also advisable. When developing your written report, you are encouraged to use “native language.” Native language is the use of direct quotes that enable you to let the interviewees use their own words, rather than you providing summaries of what they said. This is a far more effective way to present materials collected through personal interviews. Think, for example, of the way an article in a newspaper is constructed: Part of the story is a summary of what people told the reporter, yet much of the story is made up of direct quotes of what these people said. Be sure to follow APA formatting on using direct quotes.

Create a 12-15 page (plus a cover page, reference pages and the list of interview questions) report summarizing the insights you have gained from these interviews. The structure of the report should include a description of the organizations selected, the background of the individuals interviewed, a summary of the interview discussions, and a synthesized summary of the combined interviews. Reports are required to be 12 – 15 pages, in APA format and should also include a cover page, reference pages and a copy of the list of interview questions.

Finally, provide a table that describes and compares the interviewees in terms of organization and organizational size (e.g., name of organization, mission, number of employees, resources, etc.), work history, and education. The final report is due by the end of Week 7. Be sure to check the weekly assignment to keep up with the necessary assignment progress.

Your course project will be divided into a number of tasks related to the weekly content covered in the course. The project tasks are threaded through the project.

### **Week 1:**

Task 1 - Identify two specific public or non-profit organizations that you have access to and get approval by your facilitator on organizational type and operational details.

Deliverable: Give a brief statement of the specific organizations to be studied. The assignment should be submitted as a Word document.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Identified two specific public or non-profit organizations to be approved by the facilitator.	5
Provided an initial interest in the organizations selected.	5
Used clear and understandable writing, including grammar, spelling, and format.	5
<b>Total:</b>	<b>15</b>

**Week 2:**

Task 2 - Conduct an analysis of individuals and positions within the selected organization and identify the individuals to be interviewed.

Deliverable: Provide an assessment of possible individuals and identify which individuals will be interviewed for your analysis. The paper should be 1 - 2 pages and must be submitted as a Word document.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Provided a review of the possible individuals to be interviewed, and identify final candidates.	5
Articulated reasons as to the selection of individuals.	5
Used clear and understandable writing, including grammar, spelling, and format.	5
<b>Total:</b>	<b>15</b>

**Week 3:**

Task 3 – Develop list of questions to ask selected individuals.

Deliverable: Create a Word document of the list of questions and post to the discussion board. See above overview for length and quantity (10-12 broad questions).

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Created a strong list of questions.	10
Used clear and understandable writing, including grammar, spelling, and format.	5
<b>Total:</b>	<b>15</b>

**Week 4:**

Task 4 – **Conduct 2 of the interviews with selected individuals either through telephone, email, or in-person.**

Deliverable: create an outline summary of the interviews and submit draft to discussion board. Week 5 assignment will be to add to Week 4 document.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Present outline summary of interviews.	10
Submitted on time, using correct grammar and spelling.	5
<b>Total:</b>	<b>15</b>

**Week 5:**

Task 5 – **Conduct remaining 2 interviews with selected individuals, either through telephone, email, or in-person.**

Deliverable: 3 to 5 page Word document outlining all 4 interviews.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Present overview and summary of all interviews in APA format.	15
Submitted on time, using correct grammar and spelling.	5
<b>Total:</b>	<b>20</b>

**Week 6:**

Task 6 – Research 2 articles that support or negate your interview results (on one or more questionnaire topics). Prepare a brief summary of the articles and supporting / negating positions.

Deliverable: Submit a 2 to 3 page paper, as a Word document.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Identified articles in support or opposition.	5
Described the supporting or opposing position.	5
Submitted on time, using correct grammar and spelling.	5
<b>Total:</b>	<b>15</b>

**Week 7:**

Task 7 – Compile the final paper with week 1 through 6 components. Add an introduction and summary/conclusion.

Deliverable: The paper should be 12 – 15 pages, plus a cover page, the list of interview questions and reference pages and must be submitted as a Word document.

<b>Assignment Grading Criteria: Project</b>	<b>Maximum Points</b>
Completed a comprehensive and informative introduction.	5
Included an insightful conclusion.	5
Submitted on time, using correct grammar and spelling.	20
<b>Total:</b>	<b>30</b>

<b>Project Total:</b>	<b>125</b>
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## Grading Criteria

*Grading Scale*  
*Grading requirements*

<b>A</b>	100 – 93
<b>A-</b>	92 – 90
<b>B+</b>	89 – 88
<b>B</b>	87 – 83
<b>B-</b>	82 – 80
<b>C+</b>	79 – 78
<b>C</b>	77 – 73
<b>C-</b>	72 – 70
<b>F</b>	79 and below

<i>Attendance/participation</i>	<i>20%</i>
<i>Weekly Assignments</i>	<i>25%</i>
<i>Final paper</i>	<i>35%</i>
<i>Optional</i>	<i>10%</i>
<i>Optional</i>	<i>10%</i>
	<i>100%</i>

## **Library**

*All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

All resources in Argosy University's online collection are available through the Internet. Students can access the online collection by logging into the student portal and clicking on the library link. Library Resources: Argosy University's core online collection features over 48, 889 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarian.

## **Academic Policies**

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

## **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA).

If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.