

# **Leadership and Management of**

## **Non-profit Organizations**

### **Syllabus**

Spring 2017

School of Social Development and Public Policy  
Beijing Normal University

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Course Time: Friday 10:00 am – 11:40 am

Course Venue: Room 206, Building#2.

Office Hours: By appointment

Course Type: Selective, 2 credits

Course Assistant:

### **Course Description**

This course is for students who are interested in learning leadership and management or pursuing a successful career in the nonprofit sector, either in China or elsewhere.

The course is composed of two parts. The first part will discuss key components and features of general leadership and management, and the knowledge and skills discussed in this part can be used in leadership and management for all kinds of organizations, though NPOs are more closely related.

The second part will discuss functional leadership and management especially on staff motivation, program development, proposal and fundraising etc.. The knowledge and skills discussed in this part will prepare the students to manage team, run programs, and develop and market the proposals.

The financial leadership and management is also an important part in NGO leadership and management. But as the basic principles in financial expenditure management are more or less similar in different sectors, it is not included in this course. If a student has the interest, it can be learnt from other sources .

### **Course Requirements**

1. Attendance at all sessions; and prompt arrival.
2. Preparation of all readings and exercises.
3. Participation in class discussion and group work

4. Timely submission/presentation of assignments
5. Completion of Mid-term and Final exams

### **Course Grade**

<b>Component</b>	<b>%</b>	<b>Due date</b>
Class participation	20%	Week 1-18
Mid-term paper	40%	Week 9
Final paper	40%	Week 18

The mid-term paper will be on general leadership and management, and the final paper will be on NPO program and fundraising leadership and management.

The final paper will be in two parts. The first part is a 3-5 pages individual paper to be graded by the professor. The second part is for the student to present his/her output to the class for sharing purpose.

Detailed written instructions for the examination papers will be delivered to students before the tasks.

### **Performance Feedback:**

By the fifth class, I will notify any student who seems to need advice and/or tutoring about continuing in the course. This will have to be a subjective judgment, based on my observation from the discussion and exercise through the first 4 classes. The aim will be to assure that all students are on track for fully benefiting from the course and completing course requirements. Please advise me if you cannot understand me and if I should improve on my own clarity and/or substance of presentation.

### **Make-Up Policy for Assignments and Exams:**

It is imperative that all written assignments be submitted to me on the due date. If serious illness or other similar reasons prevent submission on the due date, relevant student need to present me with the evidence together with a written application to delay the submission before the due date. In this case, the delayed submission will not be later than the next class meeting.

If, for a very exceptional reason(s), you have to miss the Mid-term or Final exams, you need to apply the make up with the school.

### **Required Readings**

Required readings for this course is up to an average of about 70 pages per week. All readings will be made available for the students to download one week before the specific session except for the first one.

### **Core Reference Books**

1. Renz, David O., ed. (2010) *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. 3rd ed. Jossey-Bass, 2010.

The Jossey-Bass Handbook of Nonprofit Leadership and Management brings together leading experts in the nonprofit and management fields to describe effective practice in all the important functions of nonprofit management. Based on the most current research, theory, and experience, this comprehensive edition offers useful advice for managing nonprofit organizations and addresses key aspects of practice such as board development, strategic planning, profile raising, fundraising, financial management, program management etc..

2. Brinckerhoff, Peter C. (2000). *Mission Based-Management: leading your Not-for-Profit in the 21<sup>st</sup> Century*. . New York. John Wiley & Sons, INC.

This book is recommended for general theory and practice of managing not-for-profit organizations, as well as for an introduction to the so-called “hard” skills of management which are emphasized in management training courses: preparing and using mission statements, strategic planning, budgeting, financial management, managing use of technologies, etc.

## **Course Outline**

### **Part I General NGO Leadership and Management**

- Session1 Course introduction and expectations; know yourself and your team (MBTI).
- Session 2 Management Vs. leadership;
- Session 3 Leadership and management style.
- Session 4 Mission ,vision. and organizational strategy
- Session 5 Strategy implementation and annual planning
- Session 6 Organizational governance: structure and board management
- Session 7 Organizational accountability and the systems
- Session 8 NGO development: a real case (by quest speaker)
- Session 9 Sharing on NGO leadership and management (by quest speaker)

***Mid-term Paper Due.***

### **Part II Functional NGO Leadership and Management**

- Session 10: Staff` motivation and team building
- Session 11 Program basics, identification and planning
- Session 12 LFW in program planning and management
- Session 13 program monitoring, evaluation, and reporting.
- Session 14 a real case in program development (by quest speaker)
- Session 15 proposal development
- Session 16 Fundraising: Proposal marketing and donor development
- Session 17 profile raising and communication
- Session 18 Final exams –students’ presentation to class

## Detailed Course Introduction

### Session 1—Friday, March 3, 2017

**Topic:** 1, Course introduction and expectations;  
2, logistic arrangement  
3, know yourself

**Homework:** go to the following website, learn MBTI, do the test online and note down your result.

[http://www.personalitypathways.com/type\\_inventory.html](http://www.personalitypathways.com/type_inventory.html)

### Session 2—Friday, March 10, 2017

**Topic:** Management Vs leadership;

#### Questions to be discussed

- What is management and what is leadership?
- What are the linkages and differences between leadership and management?
- What are the implications to your work in an organization?

#### Readings:

1. Kotter, John P. (2004). "A Force for Change, How Leadership Differs from Management," *Management and Leadership*, Collier MacMillan Publishers, pp. 3-18.
2. What is leadership
3. Kin Man Chan. *Civil society and social capital in China*

### Session 3—Friday, March 17, 2017

**Topic:** Leadership and management style

#### Questions to be discussed

- Are good leaders and managers made or born?
- What are the leadership and management styles, and how they affect a leader or manager's performance?

#### Readings:

1. The Hersey Blanchard Situational Leadership Theory.
2. Goleman, Daniel. Leadership That Gets Result, *Harvard business review*

**Session 4—Friday, March 24 , 2017**

**Topic: Mission ,vision. and organizational strategy**

**Questions to be discussed**

- What is the organizational strategy?
- Why mission, vision and strategy? And how the strategy affects leadership and management of the NPO?
- How to development the strategic plan?

**Readings:**

1. Renz, David. chapter 8-9
2. Montgomery, C.A. Putting Leadership Back to Strategy. *Harvard business review*. January 2008.

**Session 5—Friday, March 31 , 2017**

**Topic: Strategy implementation and annual planning**

**Questions to be discussed**

- What are the relations between mission, strategy, and annual plan?
- How to put strategy into annual plan?

**Readings:**

1. Montgomery, C.A. Putting Leadership Back to Strategy. *Harvard business review*. January 2008.
2. Brinckerhoff, Peter C. Chapter 4

**Session 6—Friday, April 7 , 2017**

**Topic: Organizational governance: structure and board management**

**Questions to be discussed**

- What are the general structures for NGOs? w
- What are the characteristics and role of the Board for an NPO?
- How different type of board affect performance of the management ?
- How to manage relation between the management and the board?

**Readings:**

1. Rens, David. Chapter 5
2. Brinckerhoff, Peter C. Chapter 5

### **Session 7—Friday, April 14, 2017**

**Topic: Organizational accountability and its systems**

**Questions to be asked**

1. Why accountability
2. What is the characteristics of accountability for NPOs
3. How to build and maintain an NPO's accountability?

**Readings:**

1. Rens, David. Chapter 4
2. Rens, David. Chapter 7
3. Brinckerhoff, Peter C. Chapter 12.

### **Session 8—Friday, April 21, 2017**

**Topic: NGO development: a real case** (by quest speaker)

**Readings:** consolidate readings from previous sessions

### **Session 9—Friday, April 28, 2017**

Topic: **Sharing on NGO leadership and management** (by quest speaker)

**Homework:** Midterm exam paper

### **Session 10—Friday, May 5, 2017**

**Topic: Staff motivation and team building**

**Sharing on midterm-exams (what I learned, comments & suggestions)**

**Questions to be discussed**

- What motivates a staff to work heartedly?
- What makes a team work together effectively?

**Readings:**

1. Nohria, Nitin *et al.* Employee Motivation: a powerful new model. *Harvard Business Review*. July-August 2008. 8p
2. Druskat, Vanessa Urch & Wolff, Steven B. Building the Emotional Intelligence of

- Groups. *Harvard Business Review*. March 2001. 10p
3. Brinckerhoff, Peter C. Chapter 6.
4. Anderson, John. Giving and Receiving Feedback. *Managing Behaviour in Organizations* (1983). McGraw-Hill. 1983. (optional)
5. Manzoni Jean Francois. A Better Way to Deliver Bad News. *Harvard Business Review*. September 2002. (optional)

### **Session 11—Friday, May 12, 2017**

#### **Topic: Program Basics, identification and planning**

#### **Questions to be discussed**

- What is life cycle of a program/project?
- How to ensure that your program is in the right direction?
- What are the tools in program planning?

#### **Readings:**

1. Potts, David (2002). Project Planning for Development. In *Project Identification and design*. Boulder London. Lynne Rienner Publishers. pp11-22
2. Learning with the community through participatory rural appraisal. *World Neighbours*. 8p
3. SIDA: The logical Framework Approach. P29-31.
4. Gantt Charts: Planning and scheduling projects.

### **Session 12—Friday, May 19, 2017**

#### **Topic: LFW in program planning and management**

#### **Questions to be discussed**

- What is LFW?
- How to use LFW to promote quality program planning?

#### **Readings:**

1. SIDA: The logical Framework Approach. (remaining part)
2. Guide to The Logical Framework Approach. 41p

### **Session 13—Friday, May 26, 2017**

#### **Topic: program monitoring, evaluation, and reporting.**

#### **Questions to be discussed**

- What is program monitoring? What is program evaluation?
- Why monitoring and evaluation?
- What information is needed in program reporting and what are common issues?

**Readings:**

1, Evaluation Guide. DFID P6-48.

2, Monitoring and Evaluation handbook. UNDP P23-57.

**Session 14—Friday, June 2, 2017**

**Topic: A real case in program development** (by quest speaker)

**Readings:**

Consolidate readings from previous sessions

**Session 15—Friday, June 9, 2017**

**Topic: Fundraising proposal development**

**Questions to be discussed**

- Why proposal?
- What are key elements of a fundraising proposal?
- How to develop attractive proposals ?

**Readings:**

1. Rens, David. Chapter 19

2. Peter Kim et al, 10 Model of Funding, *Stanford Social Innovation Review*.

3. Kramer, Mark and Kania, John. Changing the Game. *Stanford Social Innovation Review*. Spring 2006.

**Session 16—Friday, June 16, 2017**

**Topic: Proposal marketing and donor development**

**Questions to be discussed**

- What is donor scoping?
- What is donor development and management? how?
- How to market proposals to potential donors?

**Readings:**

1. Rens, David. Chapter 11
2. Brinckerhoff, Peter C. Chapter 9.
3. Porter, Michael E. and Kramer, Mark. Philanthropy's New Agenda. *Harvard Business Review*. November-December 1999.

**Session 17—Friday, June 23, 2017**

**Topic: profile raising and communication**

**Questions to be discussed**

What make a brand?

How to effective promote a brand?

**Readings:**

1. Rens, David. Chapter 12

**Session 18—Friday, June 30, 2017**

- 1, Final Exam
- 2, Individual presentation to class on the final Paper