Syllabus

PUAD 636: NGO MANAGEMENT AND POLICY

Fall 2017
Tuesdays, 7:20 pm – 10 pm
Arlington: Founders Hall 317

Instructor: Dr. Stefan Toepler, Associate Professor
ARL-FH 671; stoepler@gmu.edu

Office Hours: Tuesday, 4-6pm or by appointment

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 703.993.2474. All academic accommodations must be arranged through that office.

Important Dates:
Last day to drop with no tuition penalty/ Last day to add classes Sep 5
Last day to drop with a 33% tuition penalty Sep 19
Last day to drop (67% tuition penalty) Sep 29

I. Course Description

Over the two decades or so, nonprofit or non-governmental organizations (NGOs) have risen to prominence in most parts of the world. This has to do with a growing disenchantment with the state as provider of collective services and driving force of development, the concomitant new policy agenda that favors private initiative and the rediscovery of civil society and citizen engagement. Long ignored in the welfare state debates in the North and the development discourse in the South, NGOs have now become part of the policy mainstream. This in turn has brought about a new set of issues, opportunities and challenges for these organizations. In this course, we will review some of the conceptual and institutional frameworks that help explain the rise of NGOs; explore relationships between NGOs and other societal actors and forces; and discuss implications for NGO management. While emphasis is placed on development NGOs, we will also consider the nonprofit experience in more developed parts of the world.
II. Course Format and Requirements

Online Component: Although this is not a hybrid course, we may be holding a couple of sessions online rather than in class, including session 7 (midterm). The online sessions will be asynchronous. We will discuss this further in the first session.

Format and Participation: The course will mainly be held in seminar format and thus requires active student participation in classroom discussions and projects and familiarity with the assigned readings for each weekly meeting. Demonstrated familiarity with the readings as well as class attendance will be reflected in the evaluation of class participation. Students may be asked to serve as discussion leaders for certain readings.

Group Writing Assignment: Students will be assigned by the instructor to groups of 3 to 5, which will explore the nature of the NGO sector, its institutional frameworks and particular challenges in distinct parts of the world (e.g., Latin America, Western Europe, Central and Eastern Europe, Asia, Africa). Groups will present intermediary findings in-class. The bulk of the group project will be conducted in the first half of the semester.

Instructions and due dates for the writing assignment are given below in Section VI.

Mid-term: There will be a timed mid-term, which is scheduled for Session 7 and will cover the readings and discussions of the first part of the course.

Individual Writing Assignment: Each student will also prepare an individual paper. This paper will take the form of a business plan for a new NGO of your invention. A basic template will be provided. You should work on your business plan throughout the semester and will present it in the final sessions. Discussions of managerial issues in the second half of the semester will guide you in the preparation of your plan. Papers are due in session 13.

III. Evaluation and Grading

Grading Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
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<tbody>
<tr>
<td>A+</td>
<td>98-100</td>
</tr>
<tr>
<td>A</td>
<td>94-97</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
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<td>B-</td>
<td>80-82</td>
</tr>
<tr>
<td>C</td>
<td>70-79</td>
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<tr>
<td>D</td>
<td>60-69</td>
</tr>
<tr>
<td>F</td>
<td>0-59</td>
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Evaluation:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>Group Project Assignment</td>
<td>40%</td>
</tr>
<tr>
<td>Mid-term</td>
<td>15%</td>
</tr>
<tr>
<td>Individual Paper</td>
<td>25%</td>
</tr>
</tbody>
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IV. Course Schedule Outline

<table>
<thead>
<tr>
<th>SESSION</th>
<th>DATE</th>
<th>TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 29</td>
<td>Course Introduction</td>
</tr>
<tr>
<td>2</td>
<td>Sep 5</td>
<td>Defining and Charting the International Nonprofit Sector</td>
</tr>
<tr>
<td>3</td>
<td>Sep 12</td>
<td>Explaining the Rise of NGOs: Concepts and Theories</td>
</tr>
<tr>
<td>4</td>
<td>Sep 19</td>
<td>Legal Framework</td>
</tr>
<tr>
<td>5</td>
<td>Sep 26</td>
<td>Religion/Government Relations</td>
</tr>
<tr>
<td>6</td>
<td>Oct 3</td>
<td>Roles and Impact</td>
</tr>
<tr>
<td>-</td>
<td>Oct 10</td>
<td><strong>Columbus Day Recess – no class</strong></td>
</tr>
<tr>
<td>7</td>
<td>Oct 17</td>
<td>Mid-term</td>
</tr>
<tr>
<td>8</td>
<td>Oct 24</td>
<td>Organizational Theory and Issues</td>
</tr>
<tr>
<td>9</td>
<td>Oct 31</td>
<td>Governance and Accountability</td>
</tr>
<tr>
<td>10</td>
<td>Nov 7</td>
<td>Strategic Planning, M&amp;E</td>
</tr>
<tr>
<td>11</td>
<td>Nov 14</td>
<td>HR, Budgeting and Financial Management</td>
</tr>
<tr>
<td>12</td>
<td>Nov 21</td>
<td>Marketing and Fundraising</td>
</tr>
<tr>
<td>13</td>
<td>Nov 28</td>
<td>Presentations</td>
</tr>
<tr>
<td>14</td>
<td>Dec 5</td>
<td>Presentations</td>
</tr>
</tbody>
</table>

Note: The schedule of weekly topics (and associated reading assignments) remains subject to change at the discretion of the instructor.

V. Course Schedule and Readings

* Readings preceded by an asterisk are available in the Readings folder in Course Content on Blackboard.

**Required Books:**


**General Resource:**
both Arlington and Fenwick libraries. Readings drawn from the encyclopedia are marked IECS below]

1 Course Introduction

Topics: Student introductions; review of syllabus and assignments; introduction to course subject

Recommended Readings:

2 Defining and Charting the International Nonprofit Sector

Topics: Definition and classification of NGOs; scope and structure of nonprofit sector abroad

Required Readings:
Lewis (2014), Chapter 4, pp. 53-62

Recommended Reading:

3 Explaining the Rise of NGOs: Concepts and Theories

Topics: civil society concepts; economic and political theories of international nonprofit action

Required Readings:
Lewis (2014), Chapter 4, pp. 62-84
* IECS. Uncivil Society
* IECS. Social Capital, Definition of

Recommended Reading:
IECS. Goods and Services, Types of
IECS. Theories of Nonprofit Sector, Economic

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4 Legal Framework

Topics: Enabling environment; legal systems, forms, registration, governance, political activities, business activities, tax treatment

Required Readings:

Recommended Reading:


5 Religion/Government Relations

Topics: Theoretical rationales for government-nonprofit relations; advantages and drawbacks; Aid system; influence of religion

Required Readings:
* Lewis (2014), Chapter 5, 10 pp.202-8

Recommended Reading:
Various IECS entries on Philanthropy and Religion

6 Roles and Impact

Topics: Service delivery; advocacy; human rights, rights-based approach

Required Readings:
Lewis (2014), Chapter 6, 9

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**Recommended Reading:**

**8 Organizational Theory and Issues**

**Topics:** Organization theory approaches; life-cycles

**Required Readings:**
Lewis (2014), Chapter 1; 7
IECS entries on Stakeholders; Life Cycle, NGOs

**9 Governance and Accountability**

**Required Readings:**
Abt Assoc., Chapter 9
IECS entries on Accountability; Boards

**Recommended Reading:**

**10 Strategic Planning, M&E**

**Required Readings:**
Abt Assoc., Chapter 2
*USAID Technical Note: The Logical Framework*
IECS entry on Evaluation and civil society

**Recommended Reading:**
IECS entries on Strategic Planning, Mission

**11 HR, Budgeting and Financial Management**

**Required Readings:**
Abt Assoc., Chapter 3, 5, 6, 7 (pp.18-21)
IECS entries on Volunteers; Volunteer management
IECS entry, Social Enterprise
Voluntourism :
- [https://www.theguardian.com/voluntary-sector-network/2015/may/21/western-volunteers-more-harm-than-good](https://www.theguardian.com/voluntary-sector-network/2015/may/21/western-volunteers-more-harm-than-good)
12 Marketing and Fundraising

Required Readings:
Abt Assoc., Chapter 8, 12
IECS entries on Marketing; Fundraising

VI. Instructions and Due Dates for Group Writing Assignment

Questions to be answered: Each group (3 to 5 students) will research various aspects of civil society and the NGO sector in the geographic region assigned to it, write brief reports and present findings to the class on an on-going basis. Specifically, each group will address the following six questions:

A. What is known about the scope and nature of civil society in the region? How is civil society understood and defined; what kinds of organizations are part of it and what kinds of activities seem to prevail? What is known about the historical roots of NGOs and other types of nonprofits? [10 pp.]
B. What is the legal and tax environment for NGOs like? [10 pp.]
C. What are the most important religions/faith traditions in the region? What do they teach; and how may this relate to philanthropy, nonprofits and civil society? [5 pp.]
D. What can be said about government posture/policies towards nonprofits? To the extent possible, focus on restrictiveness. [5 pp.]
E. Is there anything that can be said about the impact of NGOs in the region on social problems and development issues? [5 pp.]

Approach: Each student will research these questions for one country in the region. If there is no specific country-level information to be found for some of the questions look for information on the region as a whole. The group work aspect is to compare and contrast the country findings and develop an assessment for the region as a whole. Each group is responsible for organizing the process and communications, determining tasks and distributing the work load evenly and fairly among all members.

The given page targets for the reports reflect double-spaced, 12 pt. Times Roman font manuscripts with one inch margins. Use the author-date system for in-text citations (e.g. Toepler, 2002). References are to be prepared in the style of the readings section of the syllabus and are to be added to the required pages as given above.
**Resources:** There is still a great unevenness in the availability of information on NGOs in various parts of the world. To deal with this problem, we will take each group’s countries to represent the respective region. Countries should be carefully selected in view of available resources after reviewing the availability of country-level information in the following key information sources:

- An excellent general resource is the *International Encyclopedia of Civil Society*, which is available in the Arlington and Fenwick libraries (JC337 .I57 2010)
- Johns Hopkins Comparative Nonprofit Sector Project (CNP): Salamon et al 1999; Website: [http://ccss.jhu.edu/research-projects/comparative-nonprofit-sector](http://ccss.jhu.edu/research-projects/comparative-nonprofit-sector), including the CNP working paper series, available at the site
- Legal Information: Center for Not-For-Profit Law (includes electronic *International Journal of Not-For-Profit Law*): [www.icnl.org](http://www.icnl.org)
- Nonprofit Journals: particularly *Voluntas*, to a lesser extent: *Nonprofit and Voluntary Sector Quarterly*, as well as development journals, such as *World Development* or *Public Administration and Development.*
- International/Donor Agencies: World Bank, USAID, UNDP

Groups should begin reviewing source materials and planning the research project soon. Updates about country choices and the reasoning for the choices are expected in the second session.

**Presentations and Due Dates:** Following the sequence of questions above (A-E), each group will make a brief 10 minute presentation in class and submit a written report usually one week later. Presentation leadership should change among group members.

<table>
<thead>
<tr>
<th>Report</th>
<th>Presentation Date</th>
<th>Written Report Due</th>
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<tbody>
<tr>
<td>Update/country selection</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>A Scope &amp; Structure</td>
<td>Sep 12</td>
<td>Sep 19</td>
</tr>
<tr>
<td>B Law</td>
<td>Sep 19</td>
<td>Sep 26</td>
</tr>
<tr>
<td>C Religion</td>
<td>Sep 26</td>
<td>Oct 3</td>
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<tr>
<td>D Gov’t Posture</td>
<td>Oct 3</td>
<td>Oct 17</td>
</tr>
<tr>
<td>E Impact</td>
<td>Oct 24</td>
<td>Oct 31</td>
</tr>
</tbody>
</table>

**VII. George Mason Academic Policies**

George Mason University policies are in effect. All your work must be your own, unless the instructor for this course authorizes collaboration, in which case you must, in writing, acknowledge the help you have received. Presenting as one's own the words, ideas, or expression of another in any form is cheating through plagiarism, and will not be tolerated. The claim of ignorance is no excuse.