

 FLORIDA ATLANTIC UNIVERSITY	COURSE CHANGE REQUEST Graduate Programs		UGPC Approval _____ UFS Approval _____ SCNS Submittal _____
	Department School of Public Administration College Dorothy F. Schmidt College of Arts and Letters		
Current Course Prefix and Number PAD 6166		Current Course Title Human Resource Management for Nonprofits	
<i>Syllabus must be attached for ANY changes to current course details. See Guidelines. Please consult and list departments that may be affected by the changes; attach documentation.</i>			
Change title to: Change prefix From: _____ To: _____ Change course number From: _____ To: _____ Change credits* From: _____ To: _____ Change grading From: _____ To: _____ Academic Service Learning (ASL) ** Add <input type="checkbox"/> Remove <input type="checkbox"/>		Change description to: Change prerequisites/minimum grades to: None (no prerequisite) Change corequisites to: Change registration controls to: Please list existing and new pre/corequisites, specify AND or OR and include minimum passing grade.	
Effective Term/Year for Changes: Spring 2021		Terminate course? Effective Term/Year for Termination:	
Faculty Contact/Email/Phone Leslie Leip lleip@fau.edu 954-924-8818			
Approved by Department Chair <u>Alka Sapat</u> College Curriculum Chair <u>[Signature]</u> College Dean <u>Eric Berlatsky</u> UGPC Chair _____ UGC Chair _____ Graduate College Dean _____ UFS President _____ Provost _____			Date <u>10/28/2020</u> <u>11/17/2020</u> <u>11/18/2020</u> _____ _____ _____ _____

Email this form and syllabus to UGPC@fau.edu 10 days before the UGPC meeting.

PAD 6166 Spring2021
Human Resource Management in Nonprofit Organizations

Florida Atlantic University
School of Public Administration

3 credit hours

Online course

Instructor:

Office Hours:

Contact Information:

Alternative times, as needed

Phone, as needed

The course examines the many theoretical and practical issues and problems faced by nonprofit human resource managers. It provides an overview of the strategies, approaches and practices that best address the complex legal and management challenges common in a nonprofit environment. Theories of staff and volunteer recruitment, retention, motivation, performance evaluation, team building, compliance, risk management, compensation, equity and work-based learning are explored. The course is designed to provide for maximum interaction between the students and instructor.

Course Prerequisites: None. This is a core course for the Masters in Nonprofit Management program.

Course Goals

This course provides an opportunity to explore management trends and issues currently affecting the sector for both paid and volunteer staff. Through research and analysis you will:

1. Analyze the human resources management role in the nonprofit sector (CO:I)
2. Develop effective workforce principles based on Diversity, Team Building, and Maximizing Volunteerism (C0:2)
3. Manage to minimize risks associated with Workforce Management by applying Background Screening, References, and Compliance (C0:3)
4. Explain how Human Resources professionals shape organizational culture (C0:4)
5. Express organizational mission through the allocation of human resources by practicing consistency and Professional Development (C0:5)
6. Discuss volunteerism, cultivation, recruitment, board management, and community presence (C0:6)
7. Analyze best practices and meaningful performance review programs (CO:?)
8. Create a comprehensive disaster preparedness and recovery in a nonprofit organization (C0:8)
9. Explain the importance of compliance documents on HR policy manuals, organizational policies and procedures, job descriptions, and performance reviews (C0:9)

Course Grading

As per the University policy, alphabetic grades will be assigned based on the following accumulated scores: 100-93 A; 92.9-90 A-; 89.9-87 B+; 86.9-83 B; 82.9-80 B-; 79.9-77 C+; 76.9-73 C; 72.9-70 C-; 69.9-67 D+; 66.9-63 D; 62.9-60 D-; 59.9 and below F. The course scores are weighted accordingly:

Case Studies (4)	20%
Reflection on Team Experience	5%
Research Paper	40%
Independent Study (5)	25%
Participation	10%

Teamwork Experience and Group Case Studies with Integrated Readings

Four case studies will be assigned during the semester. **A group must complete and submit a case study by the due date. Each time a group will designate a leader that will be responsible for posting the answers online.** Students are responsible to read and analyze the facts in the case study and prepare a report which includes responses to specific questions **supporting their arguments with assigned readings** and an overall analysis of the nonprofit human resources issues which are raised in the scenario. Students will post their work through Assignments on CANVAS. The standard for grading will be:

- A** Outstanding achievement: references to the reading materials, clear purpose, thorough understanding of relevant material, original points well-supported with evidence or persuasive argument, well-organized, and well-written.
- B** Good performance: references to the reading materials, topic and purpose is well-stated, points well-supported, well-organized, and well-written.
- C** Many aspects of assignment covered, but lacking originality, clarity, thoroughness, persuasiveness, or writing quality.
- D** Missed the point of the assignment in either form or substance.
- F** Failed to complete the assignment on time
- 0** Did not turn in assignment

Case Study On-Line #1	Legal Issues in HRM
Case Study On-Line #2	Managing Nonprofit Volunteers
Case Study On-Line #3	Risk Management
Case Study On-Line #4	Performance Improvement and Separation

Reflection on Teamwork Experience

At the end of the semester you will be asked to write and submit an anonymous 500-words report about your experience as a team member and as a team leader and the SWOT discussion of such work. Your reflection should be supported the relevant literature of the course, e.g. Drucker (2006) knowledge vs manual work or Pynes's (2013) chapters on leadership and collaboration and etc. By anonymity, I mean that you will not give the names of your colleagues, but use the letters instead: e.g. person A, person B and etc if needed. The purpose of this report is to study and analyze the potential of teamwork in work settings.

Independent Study Assignments

Students are required to select a scholarly article pertaining to the specific topic for each Independent/On-Line study week. You are required to follow the format provided to you on Canvas. Independent study assignments must be submitted via Canvas on or before 11:59 pm of the day of the Independent Study class. Independent Study Assignments may be turned in at any time prior to the due date.

Each Independent/On-Line Study Assignment will be worth 4 points. Your grade will be based on the selection of the article, your discussion of the contents, and your discussion of the relevance to the Independent Study topic and to the class (*i.e.*, NONPROFIT Human Resources Management).

Your response must contain the following elements:

1. Summarize the main points of the article you selected. Summarize the article's main points in one paragraph.
2. Provide a relevant and thoughtful discussion of the contents of the article. Specifically, you are required to provide **SEVEN** paragraphs that discuss the article's content, its relevance to the topic and to the course material.
3. Address the article's relationship to the course and class material. Specifically, in paragraph 9, restate the article's main points and relationship to class material.
4. Finally, in paragraph 10, summarize and close the review.

Independent On-Line #1	Effective Job Descriptions/FLSA Classifications
Independent On-Line #2	Employee Handbooks/Policy Manuals
Independent On-Line #3	Compensation and Employee Benefits
Independent On-Line #4	Conflict Resolution/Grievance Procedures
Independent On-Line #5	Disaster Preparedness and Recovery

Research Paper

Building up on the independent studies experience, students are required to prepare a full length 12-15 page research paper (exclusive of abstract, table of contents and citations) on a topic of their choice related to Nonprofit Human Resources Management. Students need to prepare a title and abstract no later than _____, which must be submitted through Canvas and which must be approved by the Instructor. Papers must comply with the APA style manual. The standard for grading will be:

- A** Outstanding achievement: clear purpose, thorough understanding of relevant material, original points well-supported with evidence or persuasive argument, well-organized, and well-written.
- B** Good performance: topic and purpose is well-stated, points well-supported, well-organized, and well-written.
- C** Many aspects of assignment covered, but lacking originality, clarity, thoroughness, persuasiveness, or writing quality.
- D** Missed the point of the assignment in either form or substance.
- F** Failed to complete the assignment on time
- 0** Did not turn in assignment

Attendance Policy Statement. Students are expected to attend all of their scheduled University classes (log in to Canvas several times through the week for online courses) and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is determined by the instructor, and the University reserves the right to deal at any time with individual cases of non-attendance.

Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations or participation in University-approved activities. Examples of University-approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absences and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student's final course grade as a direct result of such absence.

Policy on missed work or incomplete assignments:

THE WEEKLY SCHEDULE IS POSTED ON CANVAS & WILL BE UPDATED THROUGH THE SEMESTER: STUDENTS ARE RESPONSIBLE FOR FOLLOWING SCHEDULED READINGS AND ASSIGNMENTS.

THERE ARE NO MAKE-UPS FOR ASSIGNMENTS, RESUBMISSIONS OF ASSIGNMENTS, OR EXTRA CREDIT (unless for the reasons mentioned above). FOLLOW INSTRUCTIONS CAREFULLY TO SUBMIT THE ASSIGNMENT REQUIRED AS DIRECTED ON THE DUE DATE SPECIFIED. (No exceptions will be made without prior approval!)

Disability policy statement. In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodations due to a disability to properly execute coursework must register with Student Accessibility Services (SAS) and follow all SAS procedures. SAS has offices across three of FAU's campuses—Boca Raton, Davie and Jupiter—however disability services are available for students on all campuses. For more information, please visit the SAS website at www.fau.edu/sas/.

Counseling and Psychological Services (CAPS) Center. Life as a university student can be

challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few – offered to help improve and maintain emotional well-being. For more information, go to <http://www.fau.edu/counseling/>

Code of Academic Integrity policy statement. Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the university mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the university community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see University Regulation 4.001.

Incompletes. A student who registers for a course but fails to complete the course requirements, without dropping the course, will normally receive a grade of "F" from the course instructor. A student who is passing a course but has not completed all the required work because of exceptional circumstances may, with the approval of the instructor, temporarily receive a grade of "I" (Incomplete). The grade of "I" is not used in computing a student's grade point average. The grade of "I" should not be used to avoid a failing grade. It should only be used in cases when the student is passing the course, but for some extraordinary circumstance beyond the student's control (s)he cannot finish the course requirements on time.

Withdrawals. Any student who decides to drop this course is responsible for completing the proper paper work required to withdraw from the course.

Policy on Late or Missed Assignments. Weekly participation is mandatory and you are responsible for missed information & assignments. Weekly readings and assignments are due in the unit they are assigned. Assessments will NOT be accepted after the date of submission

without *prior* approval or *bona fide* medical certificate. **This also means there is no partial credit for late assignments.**

Grades are based on completion of assessments. No extra credit, or make-up, work will be offered at the end of the semester.

FAU 'Incomplete' Grading Policy can be accessed and read in detail via the following link:
<http://cdsi.fau.edu/wp-content/uploads/application/pdf/incomplete-grading-policy.pdf>

Required Text and Readings

Pynes, J.E. (2013). *Human Resources Management for Public and Nonprofit Organizations*. 4th Ed. Jossey-Bass.

Drucker, P. F. (2006). *Managing the non-profit organization, practices and principles*. Harper Paperbacks.

C. Kenneth Meyer, Lance J. Noe, Garry L. Frank, Jeffrey A. Geerts (2014). *Nonprofit Management and Leadership Case Studies*. Edt. Geerts Consulting and LLC. Millennium HRM Press, LLC. **You will need at least one book per group**

Additional readings in the Syllabus and posted on Canvas.

Course Requirements

The course is presented in a format that combines weekly reading, assignments, and response to the prior week's work. Throughout the course the various assignments will be used as discussion pieces and necessary foundation information for students to enjoy informed participation in the class discussions and case studies.

Students are expected to be aware of current events-- political, governmental, economic, or otherwise -- which may impact nonprofits and their effect on society, and to reference them in the course for other students. Awareness of current events related to the nonprofit sector is an important part of the class dialogue; please be prepared to report on various media sources you find.

Communication and Interaction

All readings, assignments and tests are found in the assigned textbook, downloadable books and on the Canvas course pages. All assignments must be completed and posted online unless otherwise directed by the Instructor. The instructor is available by appointment, phone and email and will discuss issues of concern directly with students.

Etiquette and Netiquette

Due to the casual communication common in the online environment, students are sometimes tempted to relax their grammar, spelling, and/or professionalism. Please remember that you are adult students and professionals-your communication should be appropriate.

For more in-depth information, please see the FAU statement on Netiquette at:

Link to [Netiquette policy](#)

Expectations for Students

- Announcements
 - o You are responsible for reading all announcements posted by the instructor. Check the course announcements each time you log in.

Email

- o You are responsible for reading all of your course email and responding in a timely **manner**.

Course-Related Questions

- o Post **ALL** course-related questions to the FAQ discussion board. This allows other participants with the same question to benefit from the responses. Also, make sure you review this forum prior to posting a question; it may have already been asked and answered in previous posts.

Instructor's Plan for Classroom Response Time & Feedback

Email Policy

- o Except for Saturdays, Sundays, and holidays, instructor typically, will respond to messages within 48 hours. Such messages should only be used to communicate personal or confidential matters; otherwise, please use the FAQ discussion board within the course.

Assignment Feedback Policy

- o Feedback will be provided on submitted assignments within two weeks of the submission date. Some assignments may require a longer review period, which will be communicated to students by the instructor.

Course-Related Questions

- o Except Saturdays, Sundays, and holidays, questions will, generally, be answered by instructors within 48 hours.

Course and Assignment Schedules

Module	Assessment(s)_	Lesson Content
	START HERE	
	<ul style="list-style-type: none"> • Read: Syllabus • Read: Course Schedule • Course Orientation: <ol style="list-style-type: none"> 1. Syllabus Agreement 2. Student Introduction 	
1	<p>Introduction/ Overview of the Role of Human Resources Management in Nonprofit Organizations</p> <ol style="list-style-type: none"> 1. Discussion Post: Describe Your HR Experience. Your post and responses should be in four to five sentences. <i>(Connect to the Textbook #1 and 2).</i> 2. Discussion Responses: Comment on or reply to two classmates' posts. Find a person with the most similar background to you and find a person which resembles you the least. Introduce yourself and leave them the posts answering the question "why" you chose them. 	<p>Required Textbook Readings:</p> <ol style="list-style-type: none"> 1. Pynes, J.E. (2013). Human Resources Management. Chapter 1, p 136. <p>Articles and Resources: Select at least two sources below to support your argument</p> <ol style="list-style-type: none"> 1. Taylor, Frederick (1911). The Principles of Scientific Management. 2. Ottenhoff, B. (2011). The role of human capital strategy in nonprofits. Guidestar, Retrieved from www.guidestar.org 3. Eisenberg, P. (2011). Hershey scandal underscores need for watchful governance; September 14, 2011. Retrieved from www.philanthropy.com
2	<p>Team-Building and Team-Based Performance</p> <ol style="list-style-type: none"> 1. Journal Assignment: Part 1: Based on the readings outline the obstacles of team building and evaluation of teamwork. <p>Note: Part 2: Based on your teamwork experience what are the pros and cons of working in teams in a diverse environment. (Due on Module 16)</p>	<p>Required Readings:</p> <ol style="list-style-type: none"> 1. Pynes, J.E. (2013). Human Resources Management. Chapter 10, 329-331 <p>Articles and Resources: See Canvas</p>
3	<p>Organizing Human Resources (HR) The Board's Role in HR, and Change Management</p> <ol style="list-style-type: none"> 1. Practice Case Study Discussion: (Group or individually according to the number of students). 2. Discussion Post: Share the Case Study with the other groups or individuals. 3. Participation: Review the Discussion Board examples given by your peers and your professor. 	<p>Required Textbook Readings:</p> <ol style="list-style-type: none"> 1. Pynes, J.E. (2013). Human Resources Management. Chapter 2, p 37-67. <p>Articles and Resources: Select at least two sources below to support your argument</p> <ol style="list-style-type: none"> 1. Drucker, P.F. (2006). Managing the non profit organization, practices and principles. Harper Paperbacks. Part One (pp. 3-49), and Part Four (pp. 145-185). 2. Hans Gerd Ridder, Alina McCandless Baluch, Erk P. Piening Hans Gerd Ridder, Alina McCandless Baluch, Erk P. Piening, (2014) The whole is more than the sum of its parts? How HRM is configured in nonprofit

2. Block, Stephen R. (2017). Founder's Syndrome in Nonprofit Organizations. In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and Vienne D. Editor-in-chief Farazmand, A. Springer.

-4-- Leg -HRM Issues -'1:Group Assignment: Case5t

Required Readings: -----

- Expectant Mother.
- 2. **Discussion Post: Share the Case Study with the other groups or individuals.**
- 3. **Review the Discussion Board examples given by your peers.**

Pynes, J.E. (2013). Human Resources Management Chapter 3, p 69-109.
 Articles and Resources: Select at least two sources below to support your argument
 Butta, F. and J.G. Carman (2017). Accountability: Breaches and Trust In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and Vienne D. Editor-in-chief Farazmand, A Springer.
 Leon Rubis, Patrick Mirza, Adrienne Fox, Terence F. Shea and Desda Moss (2005). Ten Changes That Rocked HR
 Zurich American Insurance Company (2011). The liability **exp o sures of nonprofit board members.**

5 Recruiting, (Behavioral) ; Interviewing and Hiring

- 1. Journal Assignment: (P'tnes 208- Select one Chapter Question 1 or 2 and select one Online Activity number 1 or 3).
- 2. Watch the FAU Career Services **presentation.**
 Reminder: You will submit the Title and an Abstract of your Final Paper on Module 8.

Required Readings:
 1. Pynes, J.E. (2013). Human Resources Management. Chapter 6, p 175-209.
 Articles and Resources: Select at least two sources below to support your argument
 1. Peace, O. (2008). Employee Retention in the Non-Profit Sector, p 12-16.
 2. Hamdani, MR. (2011). The relentless pursuit of construct validity: Why do employment interviews predict job performance? The University of Oklahoma. ProQuest Dissertations and Theses.
 3. McCarthy, J. M., Van Iddekinge, C., H., & Campion, M. A. (2010). Are highly structured job interviews resistant to demographic similarity effects? Personnel Psychology, 63(2), 325-359.

6 Position : Descriptions/ Fair Labor Standards Act (FLSA) : Classification

- 1. Watch the FAU Library video on **searching academic peer-review studies.**
 - 2. **Practice searching for resources** on this topic before completing your Individual Assignment: Independent Study Assignment #1 reporting your findings.
 - 3. Assignment: Submit Independent Study Assignment #1.
- Reminder: You will submit the Title and an Abstract of your Final Paper

Required Readings:
 1. Pynes, J.E. (2013). Human Resources Management Chapter 5, p 141-173.
 Articles and Resources: Select at least two sources below to support your argument
 1. EEOC. Uniform Guidelines on Employee Selection **Procedures**
 2. Gurchiek, Kathy (2011). Job Titles Take A Funky Turn.
 3. James, R.N., III. (2016, July 19). Testing the Effectiveness of Fundraiser Job Titles in Charitable

7	Cultural and Gender Competence	<p>1. Assignment: Case Study: Representative Bureaucracy.</p> <p>2. Discussion Post: Share the Case Study with the other groups or individuals.</p> <p>3. Review the Discussion Board examples given by your peers.</p>	<p>Management & Leadership.doi:10.1002/nm1.21231 Required - - - - -</p> <p>1. Pynes,J.E. (2013). Human Resources Management. Chapter 4,p 111-135.</p> <p>Articles and Resources: Select at least two sources below to support your argument</p> <p>1. SHRM Survey Findings: An Examination of Organizational Commitment to Diversity and Inclusion (2011), p. 1-20</p> <p>2. Nybell, Lynn M. and Gray, Sylvia Sims (2004) Race, place, space: meanings of cultural competence in three child welfare agencies. Social Work 49 (1).</p> <p>3. Camilla Stivers. "Settlement Women and Bureau Men: Constructing a Usable Past for Public Administration". Public Administration Review, Vol. 55, No. 6 (Nov.- Dec., 1995), pp. 522-529</p> <p>4. Bishu, S.G., & Alkadry, M.G. (2017). A systematic review of the gender pay gap and factors that pred'rcit it. Administration & Society,49(1), 65-104</p>
8	Evaluating Nonprofit Employees & Performance Improvement	<p>1. Journal Assignment: (Pines 337- Select one Chapter Question 1 or 2 and select one Online Activity number 1 or 2)</p> <p>Reminder: You will submit the Title and an Abstract of your Final Paper on Module 8.</p>	<p>Required Readings:</p> <p>1. Pynes,J.E. (2013). Human Resources Management. Chapter 10</p> <p>Articles and Resources: Select at least two sources below to support your argument</p> <p>2. Prysmakova, P. (2017). Job Satisfaction and Motivation in Nonprofit Organizations. In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and Vienne D. Editor-in-chief Farazmand, A. Springer.</p> <p>1. Masaoka,J. (2012). The nonprofit's guide to human resources, managing your employees & volunteers. Berkeley, CA: Nolo. Chapter 3 (pp.107-136), Chapter4 (pp. 137-16S) (Permission from Publisher)</p> <p>2. Pfau, B. & Kay, I. (2002,). Does 360-degree feedback negatively affect company performance> HR Magazine, 47(6)</p>
9	Employee Handbooks & Policy Manuals	<p>1. Practice searching for resources on this topic before completing your Individual Assignment: <u>Independent Study_Assignment #2</u></p>	<p>4. Lefton, Robert E. (1986). Performance Appraisals: Why they Go Wrong and How to Do Them Right.</p> <p>Required Readings: Select at least two sources below to support your argument</p> <p>1. Masaoka,J. (2012). The nonprofit's guide to human resources, <u>managing your volunteers.</u></p>

		2. Assignment: Submit Independent Study Assignment #2.	2. Bates, Steve (2008) Employee Handbooks: Every Word Counts.
		13. Submit the Title and an Abstract of your Final Paper for approval.	3. Strohmayer, Micholas M. (2010) Drawing the line: Niswander's Balance Between Employer Confidentiality Interested and Employee Title VII Anti-Retaliation Rights (pp. 1037-1066).
10	Managing Nonprofit Volunteers	1. Group Assignment: Case Study: Turning the Tide. 2. Discussion Post: Share the Case Study with the other groups or individuals. 3. Review the Discussion Board examples given by your peers.	Required Readings: 1. Pynes, J.E. (2013). Human Resources Management. Chapter 12, p337-407. Articles and Resources: Select at least two sources below to support your argument 1. Einolf, Christopher J. (2017). Volunteers and Volunteer Management. In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and vonne D. <u>Editor-in-chief, A Springer</u>
11	Leadership and Succession Planning	1. Journal Assignment: (Pines 300-1 or 2) & a question from Drucker ANSWER BOTH QUESTIONS: What makes a good leader? What is Your Experience as a Leader?	Required Textbook Readings: 1. Pynes, J.E. (2013). Human Resources Management. Chapter 9, p 275-301. 2. Drucker, P. f. (2006). Managing the non-profit organization, practices and principles. Harper P PartFive(pp_189 ;4),
12	Compensation and Employee Benefits	1. Practice searching for resources on this topic before completing your Individual Assignment: Independent Study Assignment #3 reporting your findings. 2. Assignment: Submit Independent Study Assignment #3.	Required Readings: 1. Pynes, J.E. (2013). Human Resources Management. Chapters 7-8, p.211-274. Articles and Resources: Select at least two sources below to support your argument 1. Grasse, N., Davis, T., & Ihrke, D. (2014) Understanding the Compensation of Nonprofit Executive Directors: Examining the Influence of Performance and Organizational Characteristics . Nonprofit Management and Leadership, 24(3), 377-398. doi-10.1002/nml.21099 2. Emerson, Karl E. (2009) The Private Inurement Prohibition, Excess Compensation, Intermediate Sanctions, and the IRS's Rebuttable Presumption . 3. 1990 CPE Text: Overview of Inurement/Private Benefit Issues in IRC 501(c)(3).
13	Risk Management	11. Group Assignment: Case Study: The Irony of Trustworthiness. 12. Discussion Post: Share the Case	Required Readings: Select at least two sources below to support your argument 1. Lipton, Martin, et. al. (2008) Risk Management

individuals.

3. Review the Discussion Board examples given by your peers.

2. Kramer, M.W. (2017). Uncertainty Management. In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and Vienne D. Editor-in-chief Farazmand, A. Springer.

3. Ransom, P. (2017). Burnout in Nonprofit Organizations. In Nonprofit Section of Global Encyclopedia of Public Administration, Public Policy, and Governance, ed. Prysmakova P. and Vienne D. Editor-in-chief Farazmand, A. Springer

4. Cascio, Wayne F. (2012) Be a Ringmaster of Risk.

View Videos: YouTube: Risk Doctor Video

14 Conflict Resolution and Grievance Procedures

1. Practice searching for resources on this topic before completing your Individual Assignment: Independent Study Assignment #4 reporting your findings.
2. Assignment: Submit Independent Study Assignment #4.

Required Readings: Select at least two sources below to support your argument

1. Allyn, D. (2011). Mission Mirroring: Understanding Conflict in Nonprofit Organizations. Nonprofit and Volunteer Sector Quarterly 20(10): pp.1-8

1. Mikkelsen, E. N. (2012). An Analysis of the Social Meanings of Conflict in Nonprofit Organizations. Nonprofit and Voluntary Sector Quarterly, 42, 923-941. doi:10.1177/0899764012465674

2. Bartlett, M. E. (2009). Workplace incivility and conflict management styles of community college leaders in the nine mega states. Clemson University). ProQuest Dissertations and Theses

15 Final Assignment

Submit: Research Final Paper DUE

Final Paper Required Readings: Review all required readings above and apply to your final paper as required by the assignment

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Final Self-Assessment

1. Journal Part 2: Based on your teamwork experience what are the pros and cons of working in teams on a diverse environment. {From your readings of Module 2.

2. Summarized Knowledge- Self-Assessment of the required readings

Self-Assessment Required Readings Review all required readings above and apply to your self-assessment as required by the assignment

Journal Part 2 Required Readings:

1. Pynes, J.E. (2013). Human Resources Management. Chapter 10, 329-331; Articles and Resources – see Canvas

