

FLORIDA ATLANTIC UNIVERSITY™

UGPC APPROVAL _____
 UFS APPROVAL _____
 SCNS SUBMITTAL _____
 CONFIRMED _____
 BANNER POSTED _____
 ONLINE _____
 MISC _____

Graduate Programs—NEW COURSE PROPOSAL

DEPARTMENT NAME: PUBLIC ADMINISTRATION

COLLEGE OF: ARCHITECTURE, URBAN AND PUBLIC AFFAIRS

RECOMMENDED COURSE IDENTIFICATION:

PREFIX PAD COURSE NUMBER 6148 LAB CODE (L or C) _____

(TO OBTAIN A COURSE NUMBER, CONTACT ERUDOLPH@FAU.EDU)

COMPLETE COURSE TITLE

HUMAN RESOURCE MANAGEMENT FOR NONPROFITS

EFFECTIVE DATE

(first term course will be offered)

CREDITS: 3

TEXTBOOK INFORMATION:

HUMAN RESOURCES MANAGEMENT FOR PUBLIC AND NONPROFIT ORGANIZATIONS BY JOAN E. PYNES
 HUMAN RESOURCE POLICIES AND PROCEDURES FOR NONPROFIT ORGANIZATIONS BY CAROL BAREITO

GRADING (SELECT ONLY ONE GRADING OPTION): REGULAR X _____ PASS/FAIL _____ SATISFACTORY/UNSATISFACTORY _____

COURSE DESCRIPTION, NO MORE THAN 3 LINES:

The course examines both theoretical and practical issues and problems faced by managers of nonprofit organizations. It provides an overview of human resource management and legal strategies and practices necessary for the effective functioning of nonprofit organizations.

PREREQUISITES W/MINIMUM GRADE:*

NONE

COREQUISITES:

NONE

OTHER REGISTRATION CONTROLS (MAJOR, COLLEGE, LEVEL):

PREREQUISITES, COREQUISITES & REGISTRATION CONTROLS SHOWN ABOVE WILL BE ENFORCED FOR ALL COURSE SECTIONS.

*DEFAULT MINIMUM GRADE IS D-.

MINIMUM QUALIFICATIONS NEEDED TO TEACH THIS COURSE:

MASTER WITH SUBSTANTIAL PROFESSIONAL EXPERIENCE OR PhD

Other departments, colleges that might be affected by the new course

None

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Faculty Contact, Email, Complete Phone Number

SIGNATURES

Approved by:

Department Chair: _____

College Curriculum Chair: _____

College Dean: _____

UGPC Chair: _____

Dean of the Graduate College: _____

Date:

3/20/2009

3/20/09

SUPPORTING MATERIALS

Syllabus—must include all details as shown in the UGPC Guidelines.

Written Consent—required from all departments affected.

Go to: <http://graduate.fau.edu/gpc/> to download this form and guidelines to fill out the form.

Email this form and syllabus to sfulks@fau.edu and eqirjo@fau.edu one week **before** the University Graduate Programs Committee meeting so that materials may be viewed on the UGPC website by committee members prior to the meeting.

PAD 6148
Human Resource Management in Nonprofit Organizations

Course Description

The course examines both theoretical and practical issues and problems faced by managers of nonprofit organizations. It provides an overview of human resource management and legal strategies and practices necessary for the effective functioning of nonprofit organizations. Theories of motivation applicable to the management of staff and volunteers, and personnel topics of recruitment, selection, risk management, compensation, training, and development are covered. The course is designed to provide for maximum interaction between the students and instructor.

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 students will:

1. Gain understanding of the unique nature of human resources management in the nonprofit sector.
2. Understand the value and principles of strategic human resource management for nonprofit organizations.
3. Explore the similarities and differences inherent in staffing structures for volunteers and/or paid staff.
4. Develop an understanding of management techniques for enhancing the effectiveness of personnel (paid and volunteer).
5. 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.

Texts

Human Resources Management for Public and Nonprofit Organizations by Joan E. Pynes
Human Resource Policies and Procedures for Nonprofit Organizations by Carol Bareito

Course Grading

Alphabetic grades will be assigned based on the following accumulated scores: 100-95 A; 94-90 A-; 89-87 B+; 86-83 B; 82-80 B-; 79-77 C+; 76-73 C; 72-70 C-; 69-67 D+; 66-63 D; 62-60 D-; 59 and below F. The course scores are weighted accordingly:

Human Resources Manual	30%
Research Paper	30%
Questions based on readings	10%
Final exam	30%

Human Resources Manual

You will be responsible for creating a human resource manual. You may use an existing nonprofit or create your own from scratch. The organization must have at least five employees. Initially you will create an operating scenario. The operating scenario is a one-two page narrative description of the mission statement, staff size and skills, regular activities, types of clients, and any other pertinent information. After approval of the operating scenario, the student is

responsible to build a Human Resources Manual that he/she believes would be appropriate for the nonprofit organization. The project will be graded based on the quality and completeness of the manual.

Research Paper

Students are required to prepare a ten page research paper on a topic of their choice related to the subject matter in the course. Students need to prepare a title and abstract no later than _____ and submit for approval by the Instructor. Papers must adhere to a recognized style manual (APA preferred). 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

Readings Based Questions

Students are required to post three objective questions each week to the Blackboard Bulletin Board based on the assigned readings. The format for posting the questions is on the Bulletin Board.

Final Exam

There will be a 50-100 multiple choice and essay examination at the end of the term. An exam study guide will be disseminated before the end of the term.

Participation

Students are expected to read and outline assigned materials in advance of each lecture to enhance participation in discussions. Students must be in attendance to participate in class. Your questions and comments should be designed to provoke discussion. You are also encouraged to bring work related experiences from your professional lives.

Required Texts

Readings on BlackBoard

Course Requirements

The course is presented in a format that combines weekly reading, posted lectures, 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 exercises.

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 Blackboard 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.

Students with Disabilities

All reasonable accommodations will be provided for students with disabilities. However, in compliance with the Americans with Disabilities Act (ADA), students who require special accommodations due to a disability to properly execute coursework must register with the Office for Students with Disabilities (OSD) located in Boca Raton -SU 133 (561-297-3880).

Academic Honesty

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty, including cheating and plagiarism, 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: http://www.fau.edu/regulations/chapter4/4.001_Honor Code. pdf

The CAUPA ethical guidelines are posted under Assignment #1.

Schedule

- Class 1 Introduction
- Class 2 Role of HRM in NP
- Class 3 Legal HRM Considerations
- Class 4 Organizational Theories
- Class 5 Risk Management
- Class 6 Hiring, Firing, NP Employees
- Class 7 Evaluating NP Employees
- Class 8 Managing Volunteers
- Class 9 Behavioral Interviewing
- Class 10 Disaster Planning
- Class 11 Conflict Resolution

Class 12 Cultural Competence
Class 13 Succession Planning
Class 14 Providing Benefits
Class 15 Disciplining and Terminating NP Employees
Class 16 Final Exam

Bibliography

Fleetwood, S. & Hesketh, A. (2008, in press) *Understanding the Performance of Human Resources*, Cambridge: Cambridge University Press. 270pp

Brewster, C., Sparrow, P.R. & Vernon, G. (2007) *International Human Resource Management*, 2nd Edition, London: Chartered Institute of Personnel and Development. ISBN 1 84398 159 9. 218pp

Hosie, P.J., Sevastos, P.P. and Cooper, C.L. (2006) *Happy-performing Managers: The Impact of Affective Well-Being and Intrinsic Job satisfaction in the Workplace*. London: Edward Elgar. ISBN-10: 1845421485

Hoag, B. and Cooper, C.L. (2006) *Managing Value Based Organizations: It's Not What You Think*.

Edited books

Sparrow, P.R., Hesketh, A., Cooper, C.L. and Hird, M. (Eds.) (2009, in preparation) *Leading HR*. London: Palgrave MacMillan.

Sparrow, P.R. (ed.) (2009, in press) *Research Handbook of International Human Resource Management*. London: Wiley.

Dickmann, M., Brewster, C. and Sparrow, P.R. (Eds.) (2008) *International Human Resource Management: Contemporary Issues in Europe*. London: Routledge. ISBN 9780415423939.

Refereed journal articles

Brown, W.A., & Yoshioka, C.F. (2003). Mission attachment and satisfaction as factors in employee retention. *Nonprofit Management & Leadership*, 14, 5-18.

Gibleman, M. (2000). The nonprofit sector and gender discrimination: A preliminary investigation into the glass ceiling. *Nonprofit Management & Leadership*, 10, 251-269.

Hostetler, D.W. & Pynes, J.E. (2000). Sexual orientation and discrimination and its challenges for nonprofit managers. *Nonprofit Management & Leadership*, 11, 49-63.

Irons, J.S. & Bass, G. (2004). Recent trends in nonprofit employment and earnings: 1990-

2004. OMB Watch. <http://www.ombwatch.org/article/articleview/2347> .

Kunreuther, F. (2003). The changing of the guard: What generational differences tell us about social-change organizations. *Nonprofit and Voluntary Sector Quarterly*, 32, 450-457.

Meinhard, A & Sakinofsky (2006) *Human Resource Management in Small Organizations*. ARNOVA. <http://www.arnova.omnibooksonline.com>.

Pynes, J.E. (2000). Are women underrepresented as leaders of nonprofit organizations? *Review of Public Personnel Administration*, 20, 35-48.

Watson, M.R. & Abzug, R. (2005). Finding the ones you want, keeping the ones you find. In R.D. Herman & Associates (Eds). *The Jossey Bass Handbook of Nonprofit Leadership and Management*, Second Edition. P. 623-659.

Werner, S., Konopaske, R., Gemeinhardt, G. (2000). The effects of United Way membership on employee pay in nonprofit organizations. *Nonprofit Management & Leadership*, 11, 35-48.

Fleetwood, S. & Hesketh, A. (2008) Theorising Under-theorisation in Research on the HRM – Performance Link, *Personnel Review*, 37 (2):

Robinson, M., Sparrow, P.R., Clegg, C. and Birdi, K. (2007) Forecasting future competency requirements: a three phase methodology, *Personnel Review*, 36 (1): 65-90

Dewe, P. and Cooper, C.L. (2007) Coping Research and Measurement in the Context of Work Related Stress. *International Review of Industrial and Organizational Psychology*, 22: 141-192.

Fleetwood, S. and Hesketh, A.J. (2006) Theorising Under-Theorisation: Research on the Human Resources' – Performance Link, *Journal of Critical Realism*, 5 (2): 228-250

Hesketh, A. and Fleetwood, S. (2006) HRM-Performance Research: Under-theorised and Lacking Explanatory Power, *International Journal of Human Resources Management*, 17(12): 1979-1995

Hesketh, A. and Fleetwood, S. (2006) Beyond Measuring the HRM-Organizational Performance Link: Applying Critical Realist Meta-theory, *Organization*, 13 (5): 677-699

Book chapters

Gibbs, P.C. and Burnett, S. (2008, in press) Well-being at work, a new way of doing things? A journey through yesterday, today and tomorrow. In C.L. Cooper (eds.) *Handbook of Occupational Health Psychology and Medicine*.

Sparrow, P.R. and Balain, S. (2008, in press) Talent proofing the organization. In C.L. Cooper and R. Burke (Eds.) *The Peak Performing Organization*. London: Routledge In press.

- Sparrow, P.R. (2008, in press) International reward management. In G. White & J. Drucker (Eds.), *Reward management - a critical text*. London: Routledge.
- Weir, D., Marsh, C. and Greenwood, W. (2008, in press) How organisational DNA works. In B. McKay and L. Costanzo (eds.) *The Handbook of Research on Strategy and Foresight*.
- Brewster, C. and Sparrow, P.R. (2008) Les nouveaux roles et les defis de la GRHI. In C. Barmeyer and M.-F. Waxin (Eds.) *Gestion des Ressources Humaines internationales*. Paris: Les Editions de Liaisons.
- Mayrhofer, W., Sparrow, P.R. and Zimmermann, A. (2008) Modern forms of international working. In M. Dickmann, C. Brewster and P.R. Sparrow (eds.) *International human resource management: contemporary issues in Europe*. London: Routledge.
- Sparrow, P.R. and Braun, W. (2008) HR outsourcing: drivers, success factors and implications for HR. In M. Dickmann, C. Brewster and P.R. Sparrow (eds.) *International human resource management: contemporary issues in Europe*. London: Routledge.
- Sadler-Smith, E. and Sparrow, P.R. (2008) Intuition in Organisational Decision Making, in Hodgkinson, G. and Starbuck, W.H. (eds.) *The Oxford Handbook of Organizational Decision Making*, Oxford: Oxford University Press
- Sparrow, P.R. and Braun, W. (2007) HR Strategy Theory in International Context, in Schuler, R.S. & Jackson, S.E. (2007) (Eds) *Strategic Human Resource Management 2nd Edition*, Oxford: Blackwell pp.162-199, ISBN 13 978-1-4051-4959-4. Also in: M. Harris (ed.) *The Handbook of Research in International Human Resource Management*, Mahwah, NJ: Lawrence Erlbaum. ISBN 0-8058-4949-1
- Sparrow, P.R. (2007). Performance management systems in the UK. In A. Varma, P.S. Budwhar and A. De Nisi (eds.) *Performance Management Systems Around the Globe*, London: Routledge
- Nelson, D. and Cooper, C.L. (2007) Positive Organizational Behavior: An Inclusive View. In D. Nelson and C.L. Cooper (Eds.) *Positive Organizational Behavior*. Sage.
- Gattrell, C. and Cooper, C.L. (2007) (No) Cracks in the Glass Ceiling: Women Managers, Stress and Barriers to Success. In D. Bilimoria and S.K. Piderit (Eds) *Handbook of Women in Business and Management*. Edward Elgar. ISBN-10: 1845424328