

Course Number: PAD 5356

Course Title: Social Entrepreneurship and Nonprofit Management

Instructor: Dr. Eric Boyer

Course Description:

This course is an introduction to strategic management in nonprofit organizations and social enterprises (third sector organizations). The course will review core topics for leading, managing and measuring effectiveness in third sector organizations. The nonprofit sector is increasing in importance in the U.S. and abroad, as the primary provider for a wide range of critical social services. Entrepreneurs are also increasingly experimenting with innovative products and services to address social needs in the for-profit sector. Any major effort to address complex issues in our society requires the engagement, involvement, and leveraging of resources and perspectives from socially oriented organizations that exist outside of government. The material in this course will improve an understanding of the scope and scale of third sector roles in the U.S. economy, and their unique competitive advantages.

This course will primarily consider issues from the perspective of nonprofit and socially oriented organizations, but the content and approach will be relevant for professionals working in public or private sectors who are tasked with understanding, or working with nongovernmental organizations. Specifically, we will examine techniques in strategic stakeholder management, including the mapping of external and internal stakeholders, whose combined contributions can improve program effectiveness. A central theme of this course is administrative responsiveness, in respect to one's interactions with clients, donors, fellow employees, and executive leadership.

This class will involve an innovative approach to adult learning, including student-led discussions, presentations, and distribution of your written assignments to your peers. The aim of this approach is to cultivate conditions to support peer-to-peer learning by creating greater opportunities for you to express your expertise and understanding to other members of the class. The best outcome of this class is for all of us to learn from your unique perspectives on the course material.

Your role as a leader is the central theme of this course. The aim is to empower you with concepts, case examples, and theory to analyze, critique, and advise strategic management in nonprofit organizations and social enterprises. My goal for this course is to consider management and leadership issues in third sector organizations in a more critical way, and to identify a number of practices and analytical frameworks that will lead to more informed and effective services for the public. The overarching mission of this class is to create opportunities for each of you to develop some personal insights and lessons (whether originating from readings, the instructor, your peers, your contributions to class, guest speakers, or some combination of each) that will empower you to be even more effective in your future career than you already will be.

Student Learning Objectives

The objective of this course is to empower members of this class with the abilities to:

- Recognize, analyze, and critique the strategic orientation of nonprofits and social enterprises.
- Understand the unique capabilities of nonprofit and social enterprises in addressing complex social issues;
- Develop an understanding of strategic management and SWOT analysis, as techniques for improving the planning of social programs;
- Demonstrate an understanding of core topics in leadership and management in respect to the operating constraints of nonprofit and socially oriented organizations;
- Apply an approach to strategic planning to the operations of a nonprofit organization in our community here in El Paso;
- Develop competencies in conducting research interviews and integrating qualitative research into a practical, actionable plan for leaders of nonprofit or social enterprises;
- Demonstrate mastery of course content, through class discussions, in-class presentations, and analytical writing;
- Apply the lessons from this class to analyses of real-world issues and problems;
- Draft professional memos with succinct, actionable recommendations for supervisors, clients, or other professional audiences;
- Develop and present analyses of problems and solutions in professional presentations and analytic writing.

Course Requirements:

1. **Reading Assignments (75%)**: Each person will complete reading assignments, through the assignments tab in Blackboard. Some of the reading assignments may involve presentations and writing reflection papers on the material from the class.
2. **Final Project Paper (25%)**: Each student will submit a 6-8 page research paper at the conclusion of the class, based on 1-2 core themes from class and their application to current issues for nonprofits today. It is possible, though not required, to focus specifically on a single nonprofit's experience in your paper.

Required Reading (for purchase):

Textbook

1. Tschirhart, Mary, and Wolfgang Bielefeld. 2012. *Managing Nonprofit Organizations*. San Francisco, CA: Jossey-Bass.

Harvard Business School Case Study Course Pack (\$4.25/ea.)

<http://cb.hbsp.harvard.edu/cbmp/access/59490901>

2. Shorters, Trabian. 2005. *Ashoka: Innovators for the Public*. Stanford Graduate School of Business case P-70.
3. Scott, Esther. 2002. Standards for Child Sponsorship Agencies (A), Kennedy School of Government, Case C16-02-1664.0.
4. Pamela Varley; Christine W. Letts. 2006. Health Care & The Isolated Poor in The Lower Rio Grande Valley: The Quest To Make A Lasting Change. Kennedy School of Government, Harvard University, Case No. HKS572-PDF-ENG.

Suggested Reading (purchase is optional):

Guo, Chao, and Wolfgang Bielefeld. 2014. *Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value*. San Francisco, CA: Jossey-Bass.

Grobman, Gary M. 2015. *The Texas Nonprofit Handbook: Everything You Need to Know to Start and Run Your Texas Nonprofit Organization*. Harrisburg, PA: White Hat Communications.