

MODULE in Financial Management, Human Resources and Governance of Non profit Organizations .

Professor Benjamin Gidron, Professor Richard Steinberg, Professor Bruno Van Dyk.

Professor Benjamin Gidron

Required readings

Nonprofit management case collection: David Paas, *State City Family Services*; David Paas, *Reorganizing the Nonprofit Foundation*; Joann Keyton, *Volunteers or Paid Staff*; University of San Francisco, College of Professional Studies, Institute for Nonprofit Organization Management, 2130 Fulton Street, San Francisco, CA 94117-1047

09/06/2008 Introduction: The Nonprofit Sector in Society - The Unique Attributes of Nonprofit Organizations (h. 10 a.m. – 1 p.m.)

09/06/2008 Governance: Who owns the Nonprofit Organization – a System Based on Multiple Stake Holders - Managing the Work of a Board of Directors (h. 2 – 5 p.m.)

10/06/2008 Volunteers: The Dynamics of Volunteer Work – Working with Volunteers in an Organization Based on Salaried Personnel (h. 10 a.m. – 1 p.m.)

10/06/2008 Philanthropic Financial Resources: The Different Types of Finances a Nonprofit Organization Can Use - Integrating Philanthropists in the Work of the Organization (h. 2 – 5 p.m.)

REFERENCE LIST

Hudson, M. (1999) <i>Managing without Profit: The Art of Managing Third-Sector Organization</i> , Penguin Books
<i>Executive Directors Guide: The Guide for Successful Nonprofit Management</i> , United Way of Massachusetts Bay, 2002
Werther, W. B. & E. M. Berman <i>Third Sector Management: The Art of Managing Nonprofit Organizations</i> , Washington, Georgetown University Press, 2001
Anheier, H. K. <i>Nonprofit Organizations: Theory, Policy, Management</i> , London, Routledge, 2005
Herman, R. (2005) <i>The Jossey-Bass Handbook of Nonprofit Leadership and Management</i> second edition), San Francisco, Jossey-Bass, ch. 8; conclusion
Bryson, J. M. (2004) <i>Strategic Planning for Public and Nonprofit Organizations</i> , 3 rd , edition,

San Francisco Jossey Bass

Nonprofit management case collection: David Paas, *State City Family Services*; David Paas, *Reorganizing the Nonprofit Foundation*; Joann Keyton, *Volunteers or Paid Staff*; University of San Francisco, College of Professional Studies, Institute for Nonprofit Organization Management, 2130 Fulton Street, San Francisco, CA 94117-1047.

Professor Richard Steinberg

23/06/2008 What is economics and what does it have to do with nonprofits? (h. 10 a.m. – 1 p.m.)

First lecture's readings:

Required Reading: Youngberg, ch. 1

Optional Reading: Young, ch. 1; Youngberg, pp. 19-32.

Assignment: Youngberg, p. 17, exercises 2-4.

24/06/2008 Some tools from standard microeconomics (h. 10 a.m. – 1 p.m.)

Second lecture's readings:

Required Reading: Youngberg, ch. 4

Assignment: Youngberg, pp. 75-77, exercises 1 and 3.

25/06/2008 Key Concept: Thinking at the Margin (h. 10 a.m. – 1 p.m.)

Third lecture's readings:

Required Reading: Youngberg, ch. 5; Lecture notes on Optimal Fundraising

Assignment: Lecture notes have 2 homework problems; Youngberg p. 95, exercise 1.

26/06/2008 Key Concept: Opportunity Cost - Application: Choosing Programs (h. 10 a.m. – 1 p.m.)

Fourth lecture's readings:

Required Reading: Youngberg, ch. 6, ch. 9 and 10.

Assignment: Youngberg, pp. 113-4, exercises 1-4, , pp. 241-2

27/06/2008 Application: Setting Prices - Application: Membership Income (h. 10 a.m. – 1 p.m.)

Fifth lecture's readings:

Required Readings: Youngberg, pp. 148-176; Young ch. 5; Charles M. Gray, "Pricing Issues for Nonprofit Managers," *The Nonprofit Times*, April 15, 2001.

Required Reading: Young, ch. 6

Optional Readings: Estelle James, "How Nonprofits Grow," first published in *Journal of Policy Analysis and Management*; reprinted in Susan Rose-Ackerman, ed., *The Economics of Nonprofit Institutions: Studies in Structure and Policy*, 1986

Steinberg and Burton A. Weisbrod, "Pricing and Rationing by Nonprofit Organizations with Distributional Objectives." in Burton A. Weisbrod, ed., *To Profit or Not to Profit: The Commercial Transformation of the Nonprofit Sector*.

REFERENCE LIST

Dennis R. Young and Richard Steinberg. <i>Economics for Nonprofit Managers</i> . New York: The Foundation Center. 1995. Referred to as "Youngberg" in the syllabus
Dennis R. Young, ed., <i>Financing Nonprofits: Putting Theory into Practice</i> . New York: NCNE and Altamira Press. 2007. Referred to as "Young" in the syllabus.
Estelle James, "How Nonprofits Grow," first published in <i>Journal of Policy Analysis and Management</i> ; reprinted in Susan Rose-Ackerman, ed., <i>The Economics of Nonprofit Institutions: Studies in Structure and Policy</i> , 1986
Steinberg and Burton A. Weisbrod, "Pricing and Rationing by Nonprofit Organizations with Distributional Objectives." in Burton A. Weisbrod, ed., <i>To Profit or Not to Profit: The Commercial Transformation of the Nonprofit Sector</i> .

Professor Bruno Van Dyk

23/06/2008 The CSI and CSR landscape in South Africa (h. 2 – 5 p.m.)

24/06/2008 South African Trust Law and the establishment of non-profits in South Africa (h. 2 – 5 p.m.)

25/06/2008 Organisation and Management of a University non-profit in South Africa (h. 2- 5 p.m.)