

THE EDUCATION UNIVERSITY OF HONG KONG

Course Outline

Part I

Programme Title	: Bachelor of Social Sciences (Honours) in Policy Science and Management
Programme QF Level	: 5
Course Title	: Strategic Management in the Non-Profit Sector
Course Code	: PUA2011
Department	: Asian and Policy Studies
Credit Points	: 3
Contact Hours	: 39
Pre-requisite(s)	: Nil
Medium of Instruction	: EMI
Course Level	: 2

Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Undergraduate, Taught Postgraduate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- Professional Excellence;
- Ethical Responsibility; &
- Innovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:

1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
- 4a. Oral Communication Skills
- 4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

1. Course Synopsis

This course introduces students to a broad selection of management tools and practices and which are strategic for the effective management and operation of not-for-profit organisations. The course covers basic financial accounting, record keeping and reporting requirements, principles of management accountability, transparency and ethics. The course also introduces students to the basic principles behind development of mission statements, regulatory issues related to financial operation, fund raising and registration, as well as addressing future trends and developments in the management of nonprofit organisations.

2. Course Intended Learning Outcomes (CILOs)

Upon completion of this course, students will be able to:

- CILO₁ Understand the principles, theories and practice of strategic management in the nonprofit sector;
- CILO₂ Apply substantive knowledge of techniques, institutions and processes in strategic management in the nonprofit sector;
- CILO₃ Apply analytical evaluation skills to nonprofit organisations;
- CILO₄ Apply critical thinking skills related to the impact of nonprofits on human development in local, national, regional and global contexts; and
- CILO₅ Apply strategic leadership competence required for effective nonprofit organisations.

3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
The nature of nonprofits: Why nonprofit exists; Functions of nonprofits; Size and scope of the nonprofit sector; Organizational life cycle stages; Effectiveness of Nonprofits in local, national, regional, and global contexts	<i>CILO_{1,4}</i>	<ul style="list-style-type: none"> • Readings: Students are expected to read the lecture notes and key references before or after each lecture. • Lectures: Presentation and discussion of the frameworks, concepts, practices and synthesis of key references. • Individual essay: Analyse a case study with a view to evaluating the issues in the field of strategic management in the non-profit sector. • In-class test: A short quiz to ensure transfer and understanding of learning.
Fundamentals of strategic planning: Nonprofit operating environment; Resources and capabilities for creating social value; Outcome measurement; Public benefit practices, Tools for analyzing the operating environments; Corporate strategy, structures and planning;	<i>CILO_{1,2,3}</i>	
Strategy implementation: Theory of change; Community building and advocacy; Manage funding and resource options	<i>CILO_{1,2,3}</i>	
Strategic leadership: Executive leadership; Building systems and capabilities; Ensuring performance and innovation	<i>CILO₅</i>	

4. Assessment

Assessment Tasks	Weighting (%)	CILO
(a) Class Discussion and Participation: Active contribution in leading and contributing to class discussion.	20%	CILO _{1,2,3,4,5}
(b) Individual Essay: 1 X case study analysis. Students will be assigned a case study or select a case study in consultation with the course instructor. Students are required to analyze the management structure and organisational fabric of the organisation; assess these against best practice; identify organisational/management effectiveness problems and identify their likely causes/implications. Students will also undertake a resource analysis of the organisation and critically examine organisation objectives against resource allocations and assess resource optimization strategies.	50%	CILO _{1,2,3,4,5}
(c) In-class Test: 1 end of semester in-class test designed to assess student knowledge of the core literature addressed in the course and apply this to a series of problem based questions.	30%	CILO _{1,2,3,4,5}

5. Required Text(s)

Nil.

6. Recommended Readings

Allison, M., & Kaye, J. (2011). *Strategic planning for nonprofit organizations: A practical guide and workbook*. NJ: John Wiley & Sons.

Brown, W. A (2014). *Strategic Management in Nonprofit Organizations*. Burlington, MA: Jones & Bartlett.

Bryson, J. M. (2004). *Strategic Planning for Public and Non-Profit Organizations*. San Francisco: Jossey-Bass.

Courtney, R. (2002). *Strategic management for nonprofit organizations*. New York: Routledge.

Mark, H. Moore. (1997). *Creating Public Value: Strategic Management in Government*. Cambridge, MA: Harvard University Press.

Senge, P. M. (2006). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday/ Currency.

Valcik, N. A. (2016). *Strategic Planning and Decision-making for Public and Non-profit Organizations*. New York: Routledge.

Wilbur, R. H. (2000). *The complete guide to nonprofit management*. John New York: Wiley & Sons Inc.

7. Related Web Resources

The National Council of Nonprofits, U.S.: <https://www.councilofnonprofits.org>
Nonprofit Resources and Advice - The Balance: <https://www.thebalance.com/non-profit-4073988>

8. Related Journals

Journal of Public Affairs

Nonprofit and Voluntary Sector Quarterly

The Journal of Nonprofit Education and Leadership

VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations

9. Academic Honesty

The University adopts a zero tolerance policy to plagiarism. For the University's policy on plagiarism, please refer to the *Policy on Academic Honesty, Responsibility and Integrity with Specific Reference to the Avoidance of Plagiarism by Students* (<https://www.eduhk.hk/re/modules/downloads/visit.php?cid=9&lid=89>). Students should familiarize themselves with the Policy.

10. Others

Nil.

Last updated on 17 May 2019