

Nonprofit Management

Nonprofit organizations confront the challenges and opportunities that mission-driven organizations face today in areas such as succession planning, volunteerism, resource development and competitive funding. The **Master of Arts in Nonprofit Management** addresses these areas, drawing on the expertise of experienced practitioners in the St. Louis area.

The graduate program in nonprofit management provides a range of courses that address the major responsibilities and challenges of nonprofit and human resources management. It prepares students to work effectively in the field, and it enhances the management skills of those seeking careers in related fields. Administered jointly by the Office of Graduate Studies, Arts & Sciences, and University College, the program is designed for working adults attending school on a part-time basis.

This program provides students with the skills and resources needed to lead mission-driven organizations as productive examples of social entrepreneurship. Studies are grounded in the historical context of nonprofit management and philanthropy, and students acquire skills in all operational areas of nonprofit management, including financial management, law, grant writing, volunteer management, resource development, research and statistical analysis, and marketing communications. At the strategic level, the program teaches leadership, organization development, strategic planning, marketing communications, and the skills of social entrepreneurship.

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Degree Requirements

Master of Arts in Nonprofit Management

The Master of Arts in Nonprofit Management consists of 36 units of graduate course work covering all aspects of nonprofit administration and management in a combination of nonprofit and human resources management courses, of which 27 units are required.

Required Courses:

Code	Title	Units
NPM 507	Management in Nonprofit Organizations	3
NPM 508	Resource Development for Nonprofit Organizations	3
NPM 510	Statistics and Research Design in Nonprofit Management	3
NPM 514	Integrative Capstone Project for Nonprofit Management	3
NPM 520	Organizational Behavior and Management	3
NPM 525	Financial Management of Nonprofit Organizations	3
NPM 531	Human Resources Management	3
NPM 555	Leadership in the Nonprofit Sector	3
NPM 570	Legal Issues Impacting Nonprofit Organizations	3
Total Units		27

The remaining courses (9 credits total) are nonprofit-related electives of the student's choice.

Courses

Visit online course listings to view semester offerings for U76 NPM (<https://courses.wustl.edu/CourseInfo.aspx?sch=U&dept=U76&crslvl=4:8>).

U76 NPM 450 Social Entrepreneurship

This course links the passion of a social mission with the discipline and skills of successful business performance to explore the issues, concepts, and processes associated with social entrepreneurship. Students learn to design an economically sustainable business model that also addresses an existing social problem. In learning to apply skills and strategies that produce a successful bottom line, both financially and socially, each student develops a business plan for a social entrepreneurial venture or evaluates the business model of an existing social entrepreneurial business venture.
 Credit 3 units. UColl: OLI

U76 NPM 470 Grantwriting

This course will teach grantwriting from request for proposals through the grant award. Students will learn the language of grantwriting, the basics of grant prospect research, and how to write a grant. Each student will prepare a grant application in response to a request for proposal and will have the grant evaluated. The course will focus on private sector grants and will not explore federal or state grants.
 Credit 3 units. UColl: OLH, OLI

U76 NPM 507 Management in Nonprofit Organizations

Effective mission-driven leadership is central to the success of a nonprofit organization. This core course provides an overview of fundamental principles of management, governance, and leadership in nonprofit organizations. Particular attention is given to issues of motivation, supervision, evaluation of professional staff and volunteers, and working with the board of directors. Credit 3 units. UColl: OLH, OLI

U76 NPM 508 Resource Development for Nonprofit Organizations

This course concentrates on effective fundraising management, accenting the practice, principles, processes, and programs of fundraising from the private sector. A special focus of the course is an examination of the historical, legal, ethical, and theoretical contexts for fundraising. A comprehensive review and analysis is provided of annual and major gift programs, together with planned giving and capital campaign strategies. The course includes the choice of a preparation of a 12-month fundraising plan or a paper chronologically describing a completed capital campaign. Registration is limited to 20 people. Credit 3 units. UColl: OLH, OLI

U76 NPM 509 International Organizations

This course examines the role of major international organizations in the modern world--the UN, EU, NATO, IMF, WTO, MERCOSUR, and others. We explore the background for the creation of these organizations, the purposes they serve, and those whose interests they promote. We also consider how they adapt and evolve over time. Our survey centers on three broad areas of investigation: first, we examine how international organizations promote and maintain international security. Second, we consider organizations designed to regulate and promote economic growth and development. This entails a focus upon the process of globalization and the challenges presented in an era of heightened economic interdependence. Finally, we examine growing efforts at regional cooperation through the emergence of organizations such as NAFTA, the EU, and MERCOSUR. Same as U85 IA 509. Credit 3 units. UColl: IAC, IAI, OLI

U76 NPM 510 Statistics and Research Design in Nonprofit Management

This course emphasizes the application of basic behavioral and social science research methods in the evaluation and management of nonprofit programs. Students learn the tools available to evaluate and report the effectiveness of programs and organizations, including program evaluation, survey design, and qualitative and quantitative research methods. Credit 3 units. UColl: OLI

U76 NPM 513 Executive Coaching

Executive coaching is an effective leadership development tool often focused on high potential middle- to upper-level managers. It is also used by managers at all levels to develop individuals and teams. Coaching is a collaborative partnership designed to facilitate and hasten the individual's learning and achieve identified business results. This course will compare and contrast executive coaching to other types of remedial approaches; personal coaching; and mentoring relationships. It will review the grounding principles that form the foundation of a coaching

partnership; outline the steps in the coaching process; and review the expectations and guidelines for each member of the coaching team-which can include the individual, the coach or manager-coach, organizational sponsors and human resources. Same as U87 HRM 513. Credit 3 units. UColl: HRO, OLH

U76 NPM 514 Integrative Capstone Project for Nonprofit Management

This capstone course provides the opportunity to integrate the program course work through 1) a substantial independent project conducted in a host organization, and 2) the review of several important trends affecting organizations and human resources management. Credit 3 units. UColl: OLH, OLI

U76 NPM 520 Organizational Behavior and Management

This is a survey course focusing on the individual, group, organizational, and environmental factors relevant to understanding and managing behavior in complex organizations. It considers behavior from structural, human resources, political, and symbolic perspectives. Same as U87 HRM 520. Credit 3 units. UColl: OLH, OLI

U76 NPM 521 Overview of the Nonprofit Sector

Nonprofit organizations are profoundly affected by the social, economic, and political environment in which they exist. Through readings, case studies, and discussions with guest speakers from business, government, and the nonprofit sector, students examine the impact of external forces and societal trends on the evolution, current status, and future of nonprofit institutions. (Same as U76 NPM 421). Credit 3 units.

U76 NPM 525 Financial Management of Nonprofit Organizations

This course focuses on important financial and accounting principles and techniques, with particular attention given to operational and project budgeting, financial statement analysis, cash flow projections, endowment building, investment management, and strategic financial planning. Course content is designed to help non-accountants understand standard accounting concepts and procedures, manage the record-keeping function, make effective financial decisions, and report financial status to key constituents. Credit 3 units. UColl: OLI

U76 NPM 530 Organizational Change and Development

This course is designed to assist students in developing a framework for: 1) assessing the current condition of an organization, 2) developing an intervention strategy for changing the organization, and 3) executing the planned change in a manner that promotes effective organizational change and development. Within this context, substantial attention will be devoted to developing the analytical, conceptual, and interpersonal skills required of effective change agents. Same as U87 HRM 530. Credit 3 units. UColl: HRO

U76 NPM 531 Human Resources Management

This course develops a comprehensive understanding of the human resources function in an organization. Particular attention is given to selection, performance management, training, wage and salary administration, career development, human resource planning, and the federal regulations impacting on the function. Same as U87 HRM 531

Credit 3 units. UColl: HRP, OLH, OLI

U76 NPM 533 Topics in Nonprofit Management: Emerging Research

In this course, students read, analyze, and discuss research on the nonprofit sector that has been released within the past five years, compare this new information with the sector's historically identified best practices, and determine how this affects the future success of nonprofit organizations.

Credit 3 units. UColl: OLI

U76 NPM 536 Marketing and Communications for Nonprofit Organizations

This course is designed to introduce students to the use of marketing techniques used by nonprofit organizations to create unique brands, reach stakeholders, achieve financial stability, and fulfill their missions. Students will learn to set goals and measurable objectives, assess the competitive landscape and position an organization, understand brand, determine audiences and messaging, and understand the importance of web presence and social media. Students will learn from real-world case studies, meet professionals in the field, and develop a marketing and communications plan for a local nonprofit.

Credit 3 units. UColl: OLH, OLI

U76 NPM 544 Diversity and Inclusion in the Workplace

In this course, we examine the history of diversity in the workplace and the demographic changes that drive diversity. We will study how inclusion affects business outcomes in areas such as talent, engagement, productivity, and innovation. Students will also explore diversity dimensions and unconscious biases in themselves and then apply these findings to the workplace by developing a business case for diversity and inclusion that includes defining return on investment, strategy, organizational alignment, accountability, and measurement. Successful diversity and inclusion initiatives will be addressed, including best practices for recruitment, development, training, mentoring, resource groups, benefits, and policies.

Same as U87 HRM 544

Credit 3 units. UColl: HRO, HRP, OLI

U76 NPM 545 Leading and Engaging Volunteers in Nonprofit Organizations

Students will explore and develop practical strategies for effective program planning, volunteer recruitment and retention, staff and volunteer relations, program evaluation, volunteerism trends within a global context, and ethical practices. This course will provide an introduction to the core competencies of volunteer resource management as presented by the Association for Volunteer Administration through its credentialing program.

Credit 3 units. UColl: OLI

U76 NPM 5494 Voices in Action: History and Poetry of Protest in America (1939 to Present)

What sparks and sustains people's movements for social justice? This history and creative-writing course explores the contexts and expressions of 20th century and contemporary protest movements, ranging from labor, civil rights, the Vietnam War, ethnic people and women's movements, to contemporary social and environmental justice movements. We will explore speeches, manifestos, visual and oral texts, songs, and poetry to consider how dissent is voiced in response to specific social contexts and historic events. We will consider the role of personal expression in enacting democracy, focusing on poetry that helps articulate what is at stake in the protest movements of the 20th and 21st centuries. We will examine how language moves people, raising awareness of the facts and felt experiences of injustice, helping to fuel social movements and "call forth a public" to make change. Assignments include a mix of historical analysis, ethnographic and participatory work, creative writing, and reflection.

Same as U89 AMCS 494

Credit 3 units. UColl: ACF, ACH, ACS, HUM

U76 NPM 555 Leadership in the Nonprofit Sector

Students will examine leadership in the nonprofit sector and develop their own leadership style. Students will study traditional leadership styles including authoritarian, participative, and delegative; examine the differences in leadership in the nonprofit, for-profit, and government sectors; and explore the distinctive roles of nonprofit leaders, including the relationship between the nonprofit executive director and the board of directors, and the relationship between nonprofit leaders, volunteers, and staff. In addition to readings, student research will include interviews and discussions with real-world nonprofit leaders.

Credit 3 units. UColl: OLH, OLI

U76 NPM 562 Group Processes in Organizations

Same as U87 HRM 562

Credit 3 units. UColl: HRO

U76 NPM 565 Building High Performance, Team-Based Organizations

This course examines the factors that are most critical in developing high-performance, team-based organizations. We pay particular attention to the assessment of organizational climate, and analyze steps organizational leaders must take to make the transition to a team-based approach. We also examine important systems and processes that support this design.

Same as U87 HRM 565

Credit 3 units. UColl: HRO, OLH

U76 NPM 570 Legal Issues Impacting Nonprofit Organizations

This course focuses on the opportunities and requirements placed on nonprofit organizations under federal and state laws. We explore how nonprofits are organized, governed, operated, and financed within this legal framework.

Credit 3 units. UColl: OLI

U76 NPM 582 Principles of Finance

This course offers HR professionals training in basic financial management methods and evaluation techniques used to assess overall organizational financial and business performance. Students will acquire: an ability to evaluate capital investments, capital acquisitions, and capital budgets; an understanding of uncertainty (risk) and risk management; knowledge of cash and credit management techniques; knowledge of the costs of alternative sources of short-, intermediate-, and long-term financing (both debt and equity); and an understanding of financial statement analysis.

Same as U87 HRM 582

Credit 3 units. UColl: OLH
