MASTER OF SCIENCE IN NONPROFIT MANAGEMENT

Program Coordinator: Dr. Shiko Gathuo
Phone: 508-929-8892
Email: sgathuo@worcester.edu

Admission Requirements
For general admission requirements for graduate study please go to www.worcester.edu/graduate.

In addition to the general requirements, applicants to the Nonprofit Management program are selected on the basis of experience in the nonprofit and public sectors as well as their career goals as articulated in their application essays.

The program has the following convenient features:

- A fulltime/part-time option
- An evening schedule to suit working professionals
- A rolling admission that allows students to start their studies in any semester
- A 12-credit transfer allowance from other accredited graduate institutions
- An opportunity to register for as many as 6 credits before matriculation
- Flexibility in choice of electives
- An opportunity to intern in a nonprofit organization
- Faculty of academics and nonprofit and public sector practitioners

Program Requirements

- Thirty-six (36) graduate credits broken down as follows:
  - Twenty-two (22) core credits
  - Six (6) elective credits
  - Eight (8) thesis credits

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>NM-901</td>
<td>The Nonprofit World: NGOs, the State &amp; Civil Society</td>
<td>3</td>
</tr>
<tr>
<td>NM-934</td>
<td>Ethics and Management of Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>NM-942</td>
<td>Organizational Theory</td>
<td>3</td>
</tr>
<tr>
<td>NM-945</td>
<td>Financial Management for Non-Profit Organizations</td>
<td>3</td>
</tr>
<tr>
<td>NM-949</td>
<td>Strategic Leadership and Planning</td>
<td>3</td>
</tr>
<tr>
<td>NM-951</td>
<td>Grant Writing</td>
<td>4</td>
</tr>
<tr>
<td>NM-993</td>
<td>Marketing and Resource Development</td>
<td>3</td>
</tr>
</tbody>
</table>

Elective Courses

- Any two electives offered in the program including an independent study and/or an internship

<table>
<thead>
<tr>
<th>Thesis Project</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>NM-990 Action Research</td>
<td>3</td>
</tr>
<tr>
<td>NM-980 Thesis I</td>
<td>1</td>
</tr>
<tr>
<td>NM-981 Thesis II</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Credits 36

Elective Courses

Students may choose any two electives offered in the program. They may also choose to do an Independent Study and/or an internship. The Independent Study and the Internship count as elective credits. Only one Independent Study may be taken during the student’s program of study. All electives, the Independent Study, and the Internship are three (3) credits each.

Thesis Project

NM-990, NM-980, and NM-981 constitute the Nonprofit Management program’s master’s thesis series. Students may take Action Research after completing five (5) core courses. Thesis I must be taken concurrently with Action Research. Thesis II is taken after the successful completion of Action Research and Thesis I.

Non-Profit Management Courses

NM-900 Directed Study: Nonprofit Management

Directed study offers graduate students, who because of unusual circumstances may be unable to register for a course when offered, the opportunity to complete an existing course with an established syllabus under the direction and with agreement from a faculty member. variable credits.

Fall and Spring and every year. 1-6 Credits

NM-901 The Nonprofit World: NGOs, the State & Civil Society

This course will examine nonprofit organizations and international nongovernmental organizations at a macro level, that is, the civil society. Current trends in the nonprofit sector such as funding, increased pressure to perform, increased government and private citizen scrutiny of nonprofits, and increased demand for nonprofit services will be explored within the framework of outer environments including the global and technological environment; the social-cultural environment; the political environment; and the economic environment. Students will keep abreast of the nonprofit sector while developing an appreciation of the outer forces that impact it, the collective power of civil society, and the vulnerabilities of the sector. Close attention will be paid to the relationship between the state and the nonprofit sector. 3 Credits

NM-902 Internship

With the help of an internship coordinator, local students who do not have nonprofit experience and all international students will identify suitable nonprofit organizations in which to do an internship. The internship must provide valuable, career-related experience and learning goals. The goals of the internship will be established in conjunction with the coordinator and the host organization. These goals should take into account the student’s career interest, for example, development, fundraising and grant-writing, human resources management, financial management etc. Students must complete a minimum of 100 hours in the organization and write a summary of the internship experience. 3 Credits
NM-905 Marketing the Health Care Organization
Application of marketing tools and concepts to health care organizations. Market research and project development, pricing, publicity, and delivery systems.
3 Credits

NM-908 Legal, Regulatory and Ethical Issues In Health Care
An overview of the legal and regulatory framework governing health care from both the manager and the client’s point of view. Legal rights and duties of patients and health-care providers, hospital liability, hospital-physician relationships, patient’s rights, informed consent, privacy and confidentiality, negligence and malpractice.
3 Credits

NM-911 Global Health Issues and Human Rights
Understanding health and human right issues from a global perspective of the economic political, social and cultural forces which impact on health and health services.
3 Credits

NM-932 Practices in Community Organization
Studies the principles and methods of effective community organization as a process of helping people and communities to help themselves. Range of theoretical and pragmatic approaches considered.
3 Credits

NM-934 Ethics and Management of Human Resources
Leaders and managers of nonprofit and public organizations face moral and ethical dilemmas in dealing with their publics (clients, staff, volunteers, donors, government agencies, board of directors, collaborating partners, the community, etc.). These dilemmas are particularly pronounced in those organizations because the organizations operate under strict ethical guidelines, are accountable to the general public, and have to deal with many different publics. This course will explore the ways in which leaders resolve these ethical dilemmas while sustaining their organizations. Additionally, this course will explore the human resources management functions including planning, recruitment & selection, motivation, compensation & employee services, development, labor relations, evaluation, and separation, as well as compliance with state and federal government regulations.
3 Credits

NM-940 Leadership Skills and Group Dynamics
Explores the nature and principles of effective group and organizational leadership. Students participate in a group which studies its own leadership process. Examples will be taken from therapy groups, business/organizational situations, classrooms and other case studies. Emphasis upon the components of leadership and its impact in small groups and organizations. Group formation, group roles, group stages, and group conflicts are studied.
3 Credits

NM-942 Organizational Theory
Organizational theory and development strategies considered. Formal and informal aspects organizations, authority structures, specialization and integration of functions, and the role of professional managers.
3 Credits

NM-944 Politics and Public Policy
An explication of the nature of political power and the influence of power upon the delivery of various types of nonprofit, public, health care and human services.
Every year. 3 Credits

NM-945 Financial Management for Non-Profit Organizations
Theoretical and practical approaches to the allocation and control of financial resources in non-profit settings. Conventional and nonconventional budgeting techniques, cost/benefit analysis and preparation of financial statements.
Fall and Spring. 3 Credits

NM-946 Seminar in Program Analysis and Evaluation
Explores philosophical issues, politics, and specific evaluation instruments involved in effective program analysis upon utilization of computer systems.
3 Credits

NM-949 Strategic Leadership and Planning
This course will critically examine the revolutionary changes emerging in the globalized economy through the exploration of the strategic planning process, and discuss the various strategic decisions and the leadership skills necessary to formulate and implement the strategic plan successfully.
Fall and Spring. 3 Credits

NM-950 Unions and the Public Sector
An intensive examination of key collective bargaining topics. Topics include: grievance-arbitration processes, productivity bargaining, and impasse resolution in the public sector.
Fall and Spring and every year. 3 Credits

NM-951 Grant Writing
This “how to” course will a hands-on experience that will cover the skills and strategies essential to the full range of the grant writing process, from needs assessment and identification of potential funding sources through proposal writing and submittal, to planning for evaluation and continuation.
4 Credits

NM-955 Board Relationships and Volunteer Management
An informative and critical look at the role of support volunteers as well as the role of volunteer boards of directors in the governance of nonprofit organizations. Relationships between the board and professional managers and program staff are analyzed as are the relationships between paid staff and volunteer members. Methods of recruiting, developing, motivating, and training, volunteers for all roles are explored.
3 Credits

NM-960 Seminar in Critical Issues for Health Care Management
This seminar examines important topical issues in health services management and policy. It surveys selected current issues in health care management and policy at the local, regional, national, and international levels. Selected topics may include: physician payment reform, uncompensated medical care, quality of medical care, confidentiality and legal implications. Topics will change to remain timely and relevant.
3 Credits

NM-961 Health Care Law
Exploration of the relationship between law and health care. Legal rights and duties of patients and providers of health services are discussed. Topics include: hospital liability, hospital-physician relationships, patient rights and informed consent, privacy and confidentiality, negligence, and malpractice.
3 Credits
NM-962 Management of Gerontological Programs
Emphasizes administration of health care services for the aged, along with the issues that affect these services. Examines the structure and functions of publicly and privately funded programs and organizations providing health services to the aged. Acquaints students with the planning process and resources available for meeting the needs of the elderly. Provides broad knowledge of health care services for the aged and their implementation.
3 Credits

NM-970 Issues in Clinical Case Management
Introduction to managerial, clinical and ethical issues in effective case management in the human services. Various models of case management thoroughly explored.
3 Credits

NM-971 Issues in Residential and Long Term Care
Theory, philosophy and behavioral aspects of administration and management of residential and long-term care facilities. Role of administrators relative to management, community activities, public relations, ethical practices, licensure, as well as state and federal requirements.
3 Credits

NM-972 Special Topics in Non-Profit Management
In depth exploration of contemporary topics or issues in the field of Non-Profit Management
1-6 Credits

NM-980 Thesis I
Prerequisites or Corequisite: NM-990
This course is offered every fall term and takes a practical approach, providing students with the opportunity, through individual consultation with the instructor, to design their individual research projects based on sound research principles as explored in NM 990. Students will also prepare their applications to the WSU Human Subjects Review Board (H.S.R.B.).
1 Credit

NM-981 Thesis II
This course is offered every spring term and builds on the skills acquired and work completed during NM 990 and NM 980. Students will submit their H.S.R.B. applications. Upon gaining approval from the board, students implement their research design by collecting and analyzing data on their chosen topics, and present their findings, conclusions and recommendations orally, and in a written report. Students consult individually with their instructor throughout the semester as they work on their individual projects. The final report is expected to be of publishable quality.
4 Credits

NM-990 Action Research
Prerequisites: 5 courses From courses NM-901 NM-934 NM-942 NM-945 NM-949 NM-993 NM-951;
NM 990 is offered every fall. The goal of this course is to prepare students to undertake nonprofit-relevant research projects in areas of their choice, by developing an understanding of fundamental concepts of research design. By the end of the course, students develop a research proposal
3 Credits

NM-992 Fundraising, Development and Community Relations
Exploration of fundraising, resource development, and community relations as an integrated approach to organizational development. Course covers state-of-the-art fundraising, board development, and public relations techniques. Topics include: identification and cultivation of benefactors; prospecting; personal and telephone solicitations; direct mail; annual fund; capital campaigns; planned giving; utilization of volunteers and staff; communication with public; internal and external public relations program.
3 Credits

NM-993 Marketing and Resource Development
This course will focus on three major functions that nonprofits must perform in order to survive and thrive: fundraising, marketing, and the development of resources. The course will cover the role of institutional planning in the setting fundraising goals, creating the annual development plan, preparing for and implementing capital campaigns and planned gift programs. This course will also examine the development and management of volunteers, boards of directors, and individual donors in nonprofit organizations. The course will also examine how marketing concepts are applied to nonprofit and public organizations. Marketing research, product development, pricing, advertising, publicity, and market control will be studied.
3 Credits

NM-994 Assigned Readings
Independent study under faculty supervision. Student will define area of advanced study in an area of nonprofit, health care, public agency, human service or human resource training and development.
3 Credits

NM-995 Accounting and Budgeting for Public Management
Introduction to accounting and budgeting concepts as applied to management in federal, state, or local public agencies. Topics include control limit theorem, confidence intervals, probability values, analysis of variance, simple and multiple regression and partial and multiple correlations.
3 Credits

NM-998 Research
Supervised research in nonprofit, healthcare, human service, public agency, or human resource training and development. Students will learn a variety of research tools specifically relevant to research in nonprofit organization.
3 Credits