

FYC 4428
NONPROFIT HUMAN RESOURCES MANAGEMENT ¹
Spring 2023 Syllabus

Class Meeting Times: Tuesday, periods 5&6 (11:45 am – 1:40 pm) at MCCA #3194
Thursday, period 6 (12:50 – 1:40 pm)

Instructor: Muthusami Kumaran, Ph.D.

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Instructor Office Hours: Fridays 1:00 – 3:30 pm or by appt.

ALL communications within Canvas

Course Description: This course explores some of the current and emerging methods and strategies for managing human resources (both paid employees and volunteers) in nonprofit organizations. The course relies heavily on lectures, readings, assignments, student presentations and a course project designed to provide students hands-on knowledge on nonprofit human resources management. The course is offered in a hybrid format with on-campus and online lectures.

Course Goals: Students will gain knowledge about various human resources management functions in nonprofits and develop understanding on a range of ‘best practices’ for effective HR management. Students will gain working knowledge on developing a Human Resources Management Plan, incorporating various strategies.

Course Objectives: After completing this course students will be able to:

- Understand the historical growth of the nonprofit sector in the US and its current status
- Understand the role of human resources in the nonprofit sector
- Conduct needs assessment for human resources
- Understand recruitment strategies for and adequate orientation of employees
- Demonstrate knowledge on the need for professional development opportunities for retaining efficient workforce
- Create an employee’s manual
- Explain some of the successful methods and strategies for nonprofit human resources management
- Discuss different roles of volunteers in nonprofit sector
- Appreciate the efforts of nonprofits in recruiting and retaining volunteers
- Interpret emerging trends and strategies in volunteer management
- Understand legal and ethical considerations in human resources management
- Interpret the overall human resource management process in operating nonprofits

¹ The Instructor reserves the right to change any aspect of this syllabus and to make appropriate updates. Changes to the syllabus, if any, will be communicated to students in advance.

Required Readings/Canvas: Students are required to buy the following text book:

Pynes, J.E., (2013). Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach ISBN 9781118398623. Also available as *e-Pub* & *e-PDF*.

In addition, few other required readings will be made available as *PDF* documents on course Canvas. Class resources, announcements, updates, and assignments will also be made available through Canvas, so check the course Canvas pages frequently.

COURSE CALENDAR

Dates	Topics	Reading & Assignment Due Dates
Week 1		
<i>January 10</i>	Introduction and course overview & nonprofit sector in the USA	Handout
<i>January 12</i>	Course project instructions and discussion	
Week 2		
<i>January 17</i>	Introduction to human resources & HR management in nonprofit sector	Pynes, Ch. 1
<i>January 19</i>	Discussion on assigned reading	Profile of nonprofit chosen for case study DUE
Week 3		
<i>January 24</i>	Executive leadership, Senior Management Team & HR management planning	Pynes, Ch. 2
<i>January 26</i>	Case study presentation; Discussion on reading	HR case study DUE
Week 4		
<i>January 31</i>	Needs assessment and defining the human resources	Pynes, Ch. 5
<i>February 2</i>	Case study presentation; Discussion on reading	Group 2
Week 5		
<i>February 7</i>	Employees recruitment, compensation & orientation	Pynes, Ch. 6 - 8
<i>February 9</i>	QUIZ	QUIZ #1
Week 6		
<i>February 14</i>	Training, professional development & retention	Pynes, Ch. 9 & 10

Dates	Topics	Reading & Assignment Due Dates
<i>February 16</i>	Case study presentation; Discussion on reading	
Week 7		
<i>February 21</i>	Mitigating issues in human resources management	Pynes, Ch. 11 Assignment 1 DUE
<i>February 23</i>	Case study presentation; Discussion on reading	Group 4
Week 8		
<i>February 28</i> Online	Board of Directors & Board development	<i>PDF</i> document on Canvas
<i>March 2</i>	QUIZ	QUIZ #2
Week 9		
<i>March 7</i>	Roles of volunteers in nonprofit sector	<i>PDF</i> document on Canvas
<i>March 9</i>	Case study presentation; Discussion on reading	
<i>March 13 – 17: Spring Break – Enjoy a safe & relaxing Spring Break!</i>		
Week 10		
<i>March 21</i> Online	Volunteer recruitment, orientation, supervision & retention	Pynes, Ch.12
<i>March 23</i>	Work on HR Management Plan	
Week 11		
<i>March 28</i> Online	Mitigating issues in volunteer management	No reading!
<i>March 30</i>	Work on HR Management Plan	Assignment 2 DUE
Week 12		
<i>April 4</i>	Laws & ethics in HR management	Pynes, Ch.3 & 4
<i>April 6</i>	QUIZ	QUIZ #3
Week 13		
<i>April 11</i>	Discussion on course project	
<i>April 13</i>	Work on HR Management Plan	
Week 14		
<i>April 18</i>	HR Management Plan presentations I	HR Management Plan PPTs DUE
<i>April 20</i>	HR Management Plan presentations II	
Week 15		
<i>April 25</i>	Course debrief	HR Management Plans DUE

Key Dates

<p><i>Case study & PPT: January 26</i> <i>Quiz #1: February 9</i> <i>Assignment #1: February 21</i> <i>Quiz #2: March 2</i></p>	<p><i>Assignment #2: March 30</i> <i>Quiz #3: April 6</i> <i>HR Management Plan PPT: April 18</i> <i>*HR Management Plans are due on April 25</i></p>
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GRADES

Grading Scale:

Letter Grade	Points
A	970+
A-	920-969
B+	890-919
B	850-889
B-	820-849
C+	790-819
C	750-789
C-	720-749
D+	690-719
D	650-689
D-	600-649
E	<600

Course Assignments: Grades will be based on the following:

Discussions on reading	150 points
Case study on HR management	200 points
2 HR management assignments	150 points
Two Quizzes	200 points
HR Management Plan	200 points
Attendance & class participation	100 points
TOTAL	1000 points
Extra credit points	up to 25

Discussions on assigned readings led by students (150 points): Students are expected to complete assigned readings and discuss key information from readings in class. Each student will lead discussion on assigned readings during designated class session. The discussion leader will give an overview of the topic(s) covered in the readings (about 10 minutes) and initiate a discussion by asking a series of appropriate questions. Leading active discussion is worth 100 points and active participation in discussions accounts for 50 points.

Case Study on Nonprofit Human Resource Management (200 points): Each student will be required to complete a case study on nonprofit human resources management. Student will choose any one existing nonprofit organization, conduct research about the organization's human resources (including leadership, paid employees, board of directors, and volunteers) and develop a written case study report (no more than 5 pages, double spaced). Each student will make an in-class presentation of her/his case study on the pre-assigned schedule. It will be a 15 minutes presentation using PowerPoint slides. The written report will be worth 100 points and the in-class presentation will be worth 100 points. An internal peer review process will be used to encourage full participation of all team members. Each member of the group is required to complete group assessment forms for the two parts of her/his group case study. Further instructions will be provided.

Two assignments on HR Management (150 points): Students will be required to complete two assignments designed to increase understanding of human resources management strategies practiced by nonprofit organizations. Specific instructions for each assignment will be provided and discussed during the semester. These two assignments are:

Assignment 1: Human Resources Management Plan for Paid Employees (75 points): Each student will be provided a broad nonprofit organizational plan with mission, clients, and program services. Based on this plan, students will develop a human resources management plan for paid employees of the organization and create an employee's manual.

Assignment 2: Human Resources Management Plan for Volunteers (75 points): Based on the same organizational plan provided, student will develop the board of directors and a volunteer management plan for the organization.

Two Quizzes (200 points): Three quizzes based on specifically-defined readings and lectures will be required. Each quiz will consist of 20 multiple choice questions. Each quiz will be worth 100 points. For the final grade, only two quizzes with the highest scores will be considered (ie: one quiz with the lowest score will be dropped). Students are required to take ALL three quizzes.

Course Project: HR Management Plan for a Nonprofit Organization (200 points): Student will be required to complete a course project to develop a human resources management plan by combining assignments 1 and 2 and make adjustments based on instructor's input. There will be two parts to this HR management plan: i) the written plan - 100 points, and ii) presentation of the plan to the class - 100 points. It will be a 20 minutes presentation using PowerPoint slides.

Attendance (100 points): Students are required to sign the attendance sheet every class.. Each student will receive ONE unexcused absence during the semester. There will be penalty of 10 points for each additional absense in the class.

Extra Credit Opportunities (up to 25 points): Students will get opportunities for a total of up to 25 extra credit points throughout the semester. Extra credit points will be given for various activities, optional assignments, etc.

CLASSROOM POLICIES

Electronic Devices

Make sure that all electronic devices (smart phones, ipods, pagers, gaming devices, etc.) are turned off during class and that outside reading materials are put away. If your electronic device or behavior becomes disruptive, you will be asked to leave the class room. *Open laptop computers are allowed in the class ONLY for notes taking and other course related purpose. Any student who is seen texting or with an open laptop computer for purposes unrelated to the course will be asked to leave the class room.*

In-Class Recording

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. See the details at:

http://www.syllabus.ufl.edu/media/syllabusufledu/syllabi_policy_7_28_2021.pdf

Respect

Treat your fellow classmates and the instructor with respect. During lecture and discussion, side conversations, inappropriate remarks, and other rude activities will not be tolerated.

Communications

If you have a routine question (such as grade, absence, etc.), contact the instructor via email within the Canvas platform, or meet with the instructor during office hours. ALL communications with the instructor need to be sent via Canvas (and not via @ufl.edu).

COURSE POLICIES

The course adheres to University of Florida's Syllabus Policy which can be accessed at: <http://www.syllabus.ufl.edu/syllabus-policy>.

Assignments and other Course Work Policy

Students are required to complete all readings, lectures, and assignments provided in the syllabus and course calendars. All written assignments and the course project must be submitted through Canvas on appropriate assignment pages, and are due by 5:00 pm on the dates indicated on the course calendar. There is a six-hour grace period (until 11:00 pm on the due dates) for assignment submissions. All assignment pages will close on the dot at 11:01 pm and students will not be able to submit assignments after that time. **Late assignment submissions, through any other means, will not be accepted.**

- The grace period of six hours (5:00 – 11 pm) is intended to accommodate for any technical difficulties while trying to submit your assignment. If you wait until close to 11:00 pm before attempting to submit your assignment for the first time and experience technical difficulties, you will not be granted additional time as a result. You should attempt to submit by the scheduled due time/date (5:00 pm) and use the grace period to resolve technical issues that may arise, if any. **Do not wait until 11:00 pm to submit assignments as the assignment pages will close sharp at 11:01 pm and assignments will not be accepted after that time, resulting in a zero (0) grade.**
- Extension for assignment submission will be granted ONLY for University of Florida's approved medical and other reasons, and students are required to submit a written request along with necessary documents (such as a doctor's note) to the instructor for approval at least 24 hours prior to the scheduled due date. That is, approval must be obtained via email by 5:00 p.m. the day before an assignment is due. Requirements for assignments and other course work are consistent with university policies that can be found at: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.
- In the event of an unforeseen emergency (accident, sudden illness, etc.), contact the instructor as soon as possible to request extension to submit assignment. Be proactive and forthcoming. Failure to communicate with the instructor may result in a zero (0) grade.
- Once again, assignments not submitted by their due dates and times will not be accepted resulting in zero (0) grade for such assignments.

Grades and Grade Points

For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

Attendance and Make-Up Work

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at:

<https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

COVID Response

We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to further the health and safety of ourselves, our neighbors, and our loved ones.

- If you are not vaccinated, get vaccinated. Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: <https://coronavirus.uflhealth.org/vaccinations/vaccine-availability/>. Students who receive the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.
- You are expected to wear approved face coverings at all times during class and within buildings even if you are vaccinated. Please continue to follow healthy habits, including best practices like frequent hand washing. Following these practices is our responsibility as Gators.
 - Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
 - Hand sanitizing stations will be located in every classroom.
- If you become sick, stay home and self-quarantine. Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began. Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161 (or email covid@shcc.ufl.edu) to be evaluated for testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the [UF Health Screen, Test & Protect website](#) for more information.
 - Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.
 - If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.
- Continue to regularly visit coronavirus.UFHealth.org and coronavirus.ufl.edu for up-to-date information about COVID-19 and vaccination.

Online Course Evaluation Process

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals.

Guidance on how to give feedback in a professional and respectful manner is available at: <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at: <https://gatorevals.aa.ufl.edu/public-results/>.

Academic Honesty

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code>, and read The Student Honor and Conduct Codes in *The Orange Book* at: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

Software Use

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Services for Students with Disabilities

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation

services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

Disability Resource Center: 0001 Reid Hall, 352-392-8565, <https://disability.ufl.edu/>

Campus Helping Resources

Health and Wellness

- U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit umatter.ufl.edu/ to refer or report a concern and a team member will reach out to the student in distress.
- Counseling and Wellness Center: Visit counseling.ufl.edu/ or call 352-392-1575 for information on crisis services as well as non-crisis services.
- Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit shcc.ufl.edu/.
- University Police Department: Visit police.ufl.edu/ or call 352-392-1111 (or 9-1-1 for emergencies).
- UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; ufhealth.org/emergency-room-trauma-center.

Academic Resources

- E-learning technical support: Contact the UF Computing Help Desk at 352-392-4357 or via e-mail at helpdesk@ufl.edu.
- Career Connections Center: Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services career.ufl.edu/.
- Library Support: cms.uflib.ufl.edu/ask various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center: Broward Hall, 352-392-2010 or to make an appointment 352-392- 6420. General study skills and tutoring. teachingcenter.ufl.edu/
- Writing Studio: 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers. writing.ufl.edu/writing-studio/
- Student Complaints On-Campus: sccr.dso.ufl.edu/policies/student-honor-codestudent-conduct-code/
- On-Line Students Complaints: distance.ufl.edu/student-complaint-process/