

FYC 4428 Human Resource Management for Nonprofit Organizations

Spring 2026
In-person, 3-credit hours

Instructor: Shaun Khurana, Ph.D.

Email: shaunkhurana@ufl.edu

Office Phone: (352) 273-3446

In-person office hours, MWF 12:35pm-1pm, or by appointment

Zoom office hours, By Appointment, [Book with Me At This Link](#)

Teaching Assistant: Karen McGiverly (mcgilverykaren@ufl.edu), email to book office hours

Course Description

Presents the various HRM activities such as recruitment, testing, selection, performance management, labor relations, volunteer management, compensation and training, for more effective management. Experiential exercises are used to simulate personnel/HRM tasks and issues that managers face in nonprofit organizations, such as conflict and leadership.

Course Learning Objectives

During this course, students will learn how to:

- Identify concepts, definitions, and approaches in human resource management.
- Explain what is unique about human resource management in the nonprofit sector.
- Apply knowledge of human resource management in a nonprofit setting through developing a systematic approach to managing paid and unpaid staff.
- Practice the skills necessary to accomplish the goals and objectives of a nonprofit organization by strategically planning for, involving and evaluating the human resources of an organization.

Course Overview and Purpose

Nonprofit organizations, like business and government, must rely on effective human resource management for their long-term success. However, unlike the other sectors, those who are attracted to nonprofit organizations are motivated in fundamentally different ways from their counterparts in the private and public domains. Human resource managers in nonprofit organizations must be concerned with unique issues of balancing organizational, board, staff, and volunteer concerns, while also maintaining a committed, motivated, and productive workforce. The intent of this course is to a) provide students with knowledge and skills related to managing paid and unpaid staff in a nonprofit organization, and b) introduce students to the opportunities and challenges of human resource management in complex social contexts.

Primary Textbooks and Learning Materials

Word, J., & Sowa, J. (Eds.). (2017). *The nonprofit human resource management handbook: From theory to practice*. Taylor & Francis.

Pynes, J. E. (2008). *Human resources management for public and nonprofit organizations: A strategic approach* (Vol. 30). John Wiley & Sons.

Additional required reading from journal articles, professional publications, and news stories will be made available on Canvas in a module for each topic. The journals include:

- Nonprofit and Voluntary Sector Quarterly
- Voluntas
- Nonprofit Management and Leadership
- Nonprofit Quarterly
- Nonprofit Policy Forum
- Stanford Social Innovation Review

Instructor's Interaction Plan

My goal is to equip students to confidently lead conversations and make evidence-based decisions about nonprofit human resource management issues that will extend into their careers. Class will consist of one or more of three elements: lectures, active learning exercises and discussion questions via Poll Everywhere, and small group activities and discussions. This will entail a high level of student engagement during class time via both in-class technology and in face-to-face conversations.

Technical Support

UF Computing Help Desk & Ticket Number: All technical issues require a UF Helpdesk Ticket Number. The UF Helpdesk is available 24 hours a day, 7 days a week. <https://helpdesk.ufl.edu/> | 352-392-4357

Weekly Course Schedule

| Week | Date | Topic |
|------|------|--|
| 1 | 1/12 | Welcome |
| | 1/14 | Unit 1: Intro to Nonprofit HRM (1) |
| | 1/16 | Unit 1: Intro to Nonprofit HRM (2) |
| 2 | 1/19 | No Class (MLK Jr. Day) |
| | 1/21 | Unit 1: Intro to Nonprofit HRM (3) |
| | 1/23 | Unit 1 Activity |
| 3 | 1/26 | Unit 2: Job Analysis (4) |
| | 1/28 | Unit 2: Job Analysis (5) |
| | 1/30 | Unit 2: Job Analysis (6) |
| 4 | 2/2 | Unit 2: Job Analysis (7) |
| | 2/4 | Unit 2 Activity |
| | 2/6 | Unit 3: Employee Recruitment, Selection, Compensation, and Benefits (8) |
| 5 | 2/9 | Unit 3: Employee Recruitment, Selection, Compensation, and Benefits (9) |
| | 2/11 | Unit 3: Employee Recruitment, Selection, Compensation, and Benefits (10) |
| | 2/13 | Unit 3: Employee Recruitment, Selection, Compensation, and Benefits (11) |

| Week | Date | Topic |
|------|----------------------|--|
| 6 | 2/16 2/18 2/20 | Unit 3 Activity Unit 4: Employee Orientation, Training, and Performance Management (12) Unit 4: Employee Orientation, Training, and Performance Management (13) |
| 7 | 2/23 2/25 2/27 | Unit 4: Employee Orientation, Training, and Performance Management (14) Unit 4: Employee Orientation, Training, and Performance Management (15) Unit 4 Activity |
| 8 | 3/2 3/4 3/6 | Unit 5: Employment Law in the Nonprofit Sector (16) Unit 5: Employment Law in the Nonprofit Sector (17) Unit 5: Employment Law in the Nonprofit Sector (18) |
| 9 | 3/9 3/11 3/13 | Unit 5: Employment Law in the Nonprofit Sector (19) Unit 5 Activity Guest Lecture |
| - | - | Spring Break! Be safe and enjoy! |
| 10 | 3/23 3/25 3/27 | Unit 6: Introduction to Volunteer Management and Planning (20) Unit 6: Introduction to Volunteer Management and Planning (21) Unit 6: Introduction to Volunteer Management and Planning (22) |
| 11 | 3/30 4/1 4/3 | Unit 6: Introduction to Volunteer Management and Planning (23) Unit 6 Activity Unit 7: Volunteer Recognition and Program Evaluation (24) |
| 12 | 4/6 4/8 4/10 | Unit 7: Volunteer Recognition and Program Evaluation (25) Unit 7: Volunteer Recognition and Program Evaluation (26) Unit 7 Activity |
| 13 | 4/13 4/15 4/17 | Unit 8: Human Resource Management in Times of Crisis (27) Unit 8: Human Resource Management in Times of Crisis (28) Unit 8: Human Resource Management in Times of Crisis (29) |
| 14 | 4/20 4/22 | Unit 8: Human Resource Management in Times of Crisis (30) Unit 8 Activity |

Grading Policy

Course grading is consistent with [UF grading policies](#).

Course Grading Structure

Assignment Overview

| Assignment # | Percent Grade | Points | Assignment |
|--------------|---------------|--------|--|
| 1 | 3% | 30 | Pre-Semester Survey |
| 2 | 14% | 140 | Poll Everywhere Participation (5 points per (#) session, can drop 2) |
| 3 | 40% | 400 | 8 Unit Activities (50 points each) |

| Assignment # | Percent Grade | Points | Assignment |
|---------------|---------------|--------|------------------------|
| 4 | 40% | 400 | Comprehensive Job Plan |
| 5 | 3% | 30 | Post-Semester Survey |
| Totals | 100 | 1000 | |

Grading Scale

| Grade | Points |
|-------|---------|
| A | 950+ |
| A- | 900-949 |
| B+ | 870-899 |
| B | 830-869 |
| B- | 800-829 |
| C+ | 770-799 |
| C | 730-769 |
| C- | 700-729 |
| D+ | 670-699 |
| D | 630-669 |
| D- | 600-629 |

Academic Policies and Resources

Academic policies for this course are consistent with university policies. See <https://syllabus.ufl.edu/syllabus-policy/uf-syllabus-policy-links/>

Campus Health and Wellness Resources

Visit <https://one.ufl.edu/whole-gator/topics> for resources that are designed to help you thrive physically, mentally, and emotionally at UF.

Please contact [UMatterWeCare](#) for additional and immediate support.

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.

Privacy and Accessibility Policies

- Instructure (Canvas)

- [Instructure Privacy Policy](#)
 - [Instructure Accessibility](#)
- Zoom
 - [Zoom Privacy Policy](#)
 - [Zoom Accessibility](#)

Assignments Overview

Poll Everywhere Participation

During class, students will participate in activities and discussion through a software called Poll Everywhere. There are 30 total opportunities, worth up to 5 points each. Students can miss/drop up to 2 sessions.

Unit Activities

Each unit of the course has an associated unit activity based around real world cases or scenarios. These will be made available at the start of the unit. Prior to class, each student will need to prepare a 3-paragraph memo responding to the prompt and incorporating appropriate sources. The in-class portion of the unit activity will involve exchanging memos in small groups of 3-5 students and completing additional in-class activities or discussion questions. Each unit activity is worth 50 points, with up to 30 points earned from the individual student's memo and up to 20 points earned from the quality of the group in-class activity and/or discussion.

If students need to miss unit activity class sessions, they can have the opportunity to make-up the in-person portion by communicating with the professor or TA prior to the absence.

Comprehensive Job Plan

Students will create a comprehensive job plan that will include a) a plan to conduct a job analysis, b) a formal job description, c) a recruitment plan, d) an interview guide and scoring matrix, and e) an evaluation template. Instructions and templates are available on the course website.

Late Assignments

Students may email the professor and/or the teaching assistant to ask for an extension for any reason so long as that request comes with a new expected due date (e.g., the student states they can complete the assignment by a specific date). Students do not need to explain why they need the extension. If there has been no communication from the student, late assignments will be downgraded by 10% for each day late.

Disclaimer

This syllabus represents my current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, communicated clearly, are not unusual and should be expected.