COURSE DESCRIPTION AND OBJECTIVES

The course provides an overview of nongovernmental organization (NGO) management, highlighting those features of NGO management that are particular to NGOs active in international development. NGO roles as project implementers, technical assistance providers, intermediaries, partners, and policy advocates are analyzed. Particular attention is given to NGO-government, NGO-donor, and North-South relations. The objectives of this course are to: a) understand the conceptual and analytic issues related to successfully managing international development NGOs (both US- and developing country-based), b) explore the implications of those issues for NGO operations, and c) build skills in applying management frameworks and tools. Class sessions explore the critical tasks associated with managing NGOs working in international development, humanitarian assistance, and intervention in conflict-affected countries. Internal operational efficiency, strategic management, program performance, and sustainability of NGOs are examined. Features of NGO management are compared and contrasted with management in the public and private sectors; highlighting issues such as funding, scale of operations, accountability, local participation, comparative advantage, and effectiveness. The impacts on NGOs of political and policy factors in the developing and developed worlds are assessed; including topics such as foreign aid, democracy and governance, North-South relations, humanitarian and human rights policies, and globalization.

STUDENT LEARNING OUTCOMES

Through course discussions, readings and class exercises, students will develop knowledge and skills to:

1. Assess NGO management structures and procedures for efficiency and effectiveness
2. Solve management problems with NGO staff, volunteers, and board members
3. Develop funding strategies that respond to NGO needs and funder requirements
4. Identify NGO performance issues and appropriate improvement measures
5. Analyze current and future challenges facing NGOs in international development.

COURSE REQUIREMENTS AND ORGANIZATION

As a seminar class, substantial emphasis will be put on collaborative discussion and analysis of assigned materials. Students are expected to participate fully in all class discussions. It is recommended that students come to each class prepared with a bulleted list of issues of interest.
for discussion based on assigned readings and/or relevant experience. Case studies and exercises will engage students in small group discussions. Class participation grades are assessed based on both thoughtfulness/preparedness and overall engagement in the class discussions.

**Research/Application Paper**

Students are required to submit a typewritten paper of *18-20 pages* (*double-spaced, one-inch margins, and page numbers*) on an approved topic. The paper is an *analytical research* paper. Students are expected to identify a key issue, theory, or management approach; survey the related literature (beyond what is in the syllabus); and *analytically apply concepts and findings to a specific NGO* (it can be the organization interviewed—see below) or category of NGOs (e.g., *grassroots organizations, advocacy groups*). The key learning objective is to integrate conceptual analysis with practical application. Papers need to demonstrate clearly the following: a) development and articulation of a logical argument/thesis, b) synthesis of related literature to inform and support the argument/thesis, c) application of the thesis and relevant concepts to an NGO or category of NGOs, and d) persuasive presentation of implications and conclusions for NGO managers (the “so what?” factor). Deadlines for the paper writing process are:

- Submission of topic and thesis statement to instructor for review and approval: by 10/7/14.

**Organization Interview and Feedback**

Each student is expected to contact a leader/manager in an NGO that focuses on international development and interview her/him on *one* of the following topics (sign-up required). Students are required to summarize their findings and offer brief analytic comments on them using the readings applicable to the topic selected in a memorandum of *4 pages* (*typed double-spaced*), and to prepare and deliver a 7-10 minute presentation of their findings in class using Powerpoint. The topics and corresponding due dates for the memorandum and presentation are as follows:

- Managing NGO staff/volunteers: 9/16/14
- Board relations: 9/23/14
- Operating environments and stakeholders: 9/30/14
- Donor relations and accountability: 10/7/14
- Funding issues: 10/14/14
- Linkage management: 10/21/14
- Scaling-up processes: 10/28/14
- Managing for performance: 11/4/14

To prepare for the interview and for writing the memorandum, students need, at a minimum, to read the required readings for their chosen topic to gain familiarity with it and associated issues. The memorandum needs to demonstrate this familiarity, as well as present and interpret the NGO interview results.

**Course Grading**

Final grades for this course will be based on the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>NGO Interview Memo and Presentation</td>
<td>30%</td>
</tr>
<tr>
<td>Research Paper</td>
<td>50%</td>
</tr>
</tbody>
</table>
The Trachtenberg School of Public Policy and Public Administration has a set of formal policies concerning attendance, written work, and incompletes. Further, George Washington University has policies regarding plagiarism. It is the responsibility of the students to make sure that they understand these and act accordingly. To contest a grade a student must submit a brief, professional memo stating the grade they believe is warranted and justifying the case for a changed grade with examples from her/his work.

Letter grading is based on a four point scale as follows:

**3.7-4.0 A:** Excellent and exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional professional quality.

**3.6-3.7 A-:** Very Good: Very strong work for a graduate student. Shows signs of creativity and a strong understanding of appropriate analytical approaches, is thorough and well-reasoned, and meets professional standards.

**3.3-3.6 B+:** Good: Sound work for a graduate student; well-reasoned and thorough, without serious analytical shortcomings. This grade indicates the student has fully accomplished the basic objectives of this graduate course.

**3.0-3.3 B:** Adequate: Competent work for a graduate student with some evident weaknesses. Demonstrates competency in the key course objectives but the understanding or application of some important issues is less than complete.

**2.7-3.0 B-:** Borderline: Weak work for a graduate student but meets minimal expectations in the course. Understanding of key issues is incomplete. (A B- average in all courses is not sufficient to sustain graduate status in good standing.)

**2.3-2.6 C+:** Deficient: Inadequate work for a graduate student; rarely meets minimal expectations for the course. Work is poorly developed or flawed by numerous errors and misunderstandings of important issues.

**2.0-2.3 C:** Deficient – see above

**1.7-2.0 C-:** Deficient – see above

**Less than 1.7 F:** Unacceptable: Work fails to meet minimal expectations or course credit for a graduate student. Performance has consistently failed to meet minimum course requirements. Weaknesses and limitations are pervasive.

**REQUIRED TEXT**


Additional articles may also be assigned (see session assignments below) and will be available on Blackboard. Some new material may be added during the semester.
CLASS SCHEDULE

I. INTRODUCTION

August 26

1. OVERVIEW


Recommended:


September 2

2. INTRODUCTION TO NGOs AND MANAGEMENT


Recommended:


II. LOOKING IN: INTERNAL MANAGEMENT OF NGOS

September 9

3. NGO OPERATIONS, STRUCTURES, AND PROCEDURES


*Case for class discussion:* Lux, Steven J. and Tosca Bruno-van Vijfeijken. “From Alliance to International: The Global Transformation of Save the Children.” Syracuse University, Maxwell School, Program for the Advancement of Research on Conflict and Collaboration, 2013.

Recommended:


September 16

4. MANAGING HUMAN RESOURCES IN NGOS


Recommended:


September 23

5. MANAGING HUMAN RESOURCES CONTINUED: BOARD RELATIONS


Recommended:


III. LOOKING OUT: STRATEGIC MANAGEMENT OF NGOS
September 30

6. ASSESSING NGO OPERATING ENVIRONMENTS AND STAKEHOLDERS


Recommended:


October 7

7. DONOR RELATIONS AND ACCOUNTABILITY


Recommended:


8. **FUNDING/FINANCING OPTIONS AND PHILANTHROPY**


**Recommended:**


9. **LINKAGE MANAGEMENT: NGOs AS INTERMEDIARIES AND PARTNERS**


**Recommended:**


IV. LOOKING AHEAD: NGOS AND PERFORMANCE

October 28

10. SCALING UP


Recommended:


November 4

11. MANAGING FOR EFFICIENCY AND EFFECTIVENESS, ASSESSING RESULTS


Review Crowley and Ryan, Ch. 6 (required reading for Session #7).

Recommended:


V. LOOKING AHEAD: NGOS AND KEY CHALLENGES

November 11

12. NGOS, HUMANITARIAN EMERGENCIES AND POST-CONFLICT RECONSTRUCTION


Recommended:


Browse the NGO and security items on Blackboard.

November 18

13. NGOs, Global Civil Society, and Rights-Based Development


Recommended:


VI. NGOS AND THE FUTURE: WHERE TO FROM HERE?

November 25

14. ANTICIPATING AND MANAGING CHANGE


Recommended:


PAPER DUE: December 2
POLICIES IN PUBLIC ADMINISTRATION AND PUBLIC POLICY COURSES

Incompletes: A student must consult with the instructor to obtain a grade of I (incomplete) no later than the last day of classes in a semester. At that time, the student and instructor will both sign the CCAS contract for incompletes and submit a copy to the School Director. Please consult the SPPPA Student Handbook or visit http://bulletin.gwu.edu/university-regulations/ for the complete CCAS policy on incompletes.

Submission of Written Work Products Outside of the Classroom: It is the responsibility of the student to ensure that an instructor receives each written assignment. Students can submit written work electronically only with the express permission of the instructor.

Submission of Written Work Products after Due Date: Policy on Late Work: All work must be turned in by the assigned due date in order to receive full credit for that assignment, unless an exception is expressly made by the instructor. [Note: Instructors’ policy is that without prior approval, late work is reduced by one-half grade for every three days (or parts thereof) that it is late].

Academic Honesty: Please consult the “policies” section of the GW student handbook for the university code of academic integrity. Note especially the definition of plagiarism: “intentionally representing the words, ideas, or sequence of ideas of another as one’s own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information.” All examinations, papers, and other graded work products and assignments are to be completed in conformance with the George Washington University Code of Academic Integrity.

Changing Grades After Completion of Course: No changes can be made in grades after the conclusion of the semester, other than in cases of clerical error.

The Syllabus: This syllabus is a guide to the course for the student. Sound educational practice requires flexibility and the instructor may therefore, at her/his discretion, change content and requirements during the semester.

Accommodation for Students with Disabilities: In order to receive accommodations on the basis of disability, a student must give notice and provide proper documentation to the Office of Disability Support Services, Marvin Center 436, 202-994-8250. Accommodations will be made based upon the recommendations of the DSS Office.