New Course Request

Indiana University

SPEA Systemwide: Bld lead campus; also includes: IUPUI, IPFW, IUSB LUN, IUK, IUS, IUSC Campus

Check Appropriate Boxes: Undergraduate credit [ ] Graduate credit [ ] Professional credit [ ]

1. School/Division: Public & Environmental Affairs
2. Academic Subject Code: SPEA

3. Course Number: V 434 (must be cleared with University Enrollment Services)
4. Instructor: A.M. Thomson

5. Course Title: NGO Management in Comparative Perspective
   Recommended Abbreviation: (Optional)
   (Limited to 32 Characters including spaces)

6. First time this course is to be offered (Semester/Year): Fall 2007

7. Credit Hours: Fixed at 3, or Variable from _______ to _______

8. Is this course to be graded S-F (only)? Yes [X] No [ ]

9. Is variable title approval being requested? Yes [ ] No [X]

10. Course description (not to exceed 50 words) for Bulletin publication: This course takes an interdisciplinary, comparative perspective to achieve its primary goal: To help students engage in critical comparative analysis of the external environments in which NGOs function across different regions of the world in order to better "fit" internal organizational management processes to external constraints and opportunities.

11. Lecture Contact Hours: Fixed at 3, or Variable from _______ to _______

12. Non-Lecture Contact Hours: Fixed at _______ or Variable from _______ to _______

13. Estimated enrollment: 25-30 of which 75% percent are expected to be graduate students.

14. Frequency of scheduling: each fall Will this course be required for majors? [ ] No

15. Justification for new course: See attached justification.
   (cross-listed w/SPEA-V 534)

16. Are the necessary reading materials currently available in the appropriate library? [X] yes

17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.

18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant. There is no overlap.

19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by:

[Signature] Date 1/5/07
Department Chairman/Division Director

Dean of Graduate School (when required)

Approved by:

[Signature] Date 1/5/07
Dean

Chancellor/Vice-President

University Enrollment Services

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.
New Course: SPEA-V 434/ SPEA-V 534
NGO Management in Comparative Perspective

Justification for new course:

The increasing reliance of the international community on NGOs as alternatives to the state for the provision of humanitarian and development assistance and the increasing global nature of markets, information technologies, and social movements that address issues beyond national borders makes the study of NGOs imperative for schools of management such as SPEA. In this course, we take seriously the need to develop conceptual, diagnostic, political, and networking skills in addition to the more traditional skills of controlling and managing human and financial resources. Fortunately, management schools are increasingly beginning to realize how important courses of this sort are for preparing NGO managers to govern in an increasingly interdependent, complex, global environment. The census data for SPEA demonstrates a sustained and growing interest in the CIA and NPM concentrations over time. This course offers one way to expand SPEA’s marketability to these students.

I have had the privilege of teaching this course twice now (last year and this semester). As with all new courses, my first teaching experience yielded a great deal of learning, not only about what works and does not work, but about ways to improve the content and structure of the course. I have revised the syllabus for 2006 based entirely on the collective learning and comments from my students last year and will do so again each year as needed. I view teaching as a collective endeavor and I try to demonstrate real world skills in the management of my class room, such as continuous improvement and participatory learning. Together my students and I identified (and are identifying even now) ways to best meet the mission of this course (see attached syllabus). The curriculum development grant that I received to create this course (the Center for the Study of Global Change) in 2004 has afforded me the opportunity to experiment with video conferencing. Last year, we were successfully able to link with NGO management experts and NGO managers from around the world which was very helpful to my students. We are doing the same this year.

As for students in other departments, I have had political science, education, and REEI students in both classes. Feedback from last year’s non-SPEA students confirmed a growing interest in this field among students from other schools (written evaluations from students are available upon request). Faculty members from several schools have asked if I would be teaching the course this Spring. I hope that, in time, with proper marketing, we will be able to attract students from a wide variety of disciplines.

This semester is the second time I have taught this class but the first time I have taught a joint V550/V450 course. I currently have 7 undergraduates and 19 graduate students. This week I plan to conduct our first in-class evaluation. The course is demanding and the material at times dense, but so far, with frequent monitoring, I am pleased with the blend. If the evaluation demonstrates the need to change things, we will do so to improve the overall learning in the course.
Overall, the experience has proved quite positive. From a student perspective, this course meets the growing demand of students interested in working within the international NGO sector; from SPEA’s perspective, the course has the potential to increase SPEA’s nonprofit management concentration marketability; and from a faculty perspective, the course offers a rich environment for research and the potential to obtain research grants to conduct empirical research on comparative NGO management. I am currently seeking funding to examine the relationship between faith based NGOs and civic engagement in post-Cold War failed states in Africa.

**Attach statement outlining if course overlaps with existing courses in SPEA or other IU departments. Please list departments/schools consulted and their response.**

This course fills a gap in our current nonprofit management concentration curriculum which is largely US focused. V525 does not adequately address (given time constraints and type of course) the role international external environments play in determining organizational behavior and management in non-governmental organizations throughout the world. V524 addresses the issues related to global civil society but does not adequately address (again because of time constraints and type of course) the details of what it is like to manage an NGO in the context of global civil society. Evaluations from last year demonstrated that 89% of students either disagreed or strongly disagreed with the statement “This course substantially duplicated others in the curriculum.”

**Additional Comments:** See attached syllabus for 2006. I would be happy to share the 2005 syllabus with the committee upon request. I have thoroughly enjoyed teaching V550 and would appreciate the opportunity to build on the learning that has occurred between me and my students. Thank you for your support and willingness to consider offering this course as a permanent course at SPEA.
Lester M. Salmon, Director of the Johns Hopkins Comparative Nonprofit Sector Project (JHCNP),\(^1\) describes the scope and scale of the burgeoning non-governmental (NGO) sector throughout the world as an "associational revolution that may prove to be as significant to the latter twentieth century as the rise of the nation state was to the latter nineteenth."\(^2\) Although the United Nations acknowledges the importance of NGOs in Article 71 of its original charter (1945), the explosion of interest in NGOs has largely occurred only in the last decade. NGOs have increasingly been recognized as important and legitimate actors in the international arena by multi-lateral, bilateral, and international philanthropic organizations seeking to partner with NGOs to address a wide array of global issues.

This course takes an interdisciplinary, comparative perspective based on the assumption that management principles, though universal to some extent, vary significantly according to the context in which NGOs function. Management scholars increasingly acknowledge that the external contexts in which NGOs operate determine to a large extent internal management processes. Managing NGOs in the 21\(^{st}\) century demands "big picture" management skills that will allow managers to think critically and accurately analyze their external environments; they must learn to effectively maneuver their organizations through the unique political, economic, ideological, and socio-cultural mazes in which they operate.

The logic of this course rests on the premise that NGO managers manage within three primary environments:

- The external environment of macro-economic forces over which they have little or no control,
- The external—internal environment of principal stakeholders (international, national, and local) over which managers have some influence, and
- The internal organizational environment over which they have a fair amount of control.

The course is organized into six broad categories:

- Overview of the NGO sector
- Key NGO management issues and conceptual frameworks for understanding these issues
- **External Environments:** Macro economic, political, socio-cultural, and ideological forces that affect NGOs ("Appreciated Environments")
- **External—Internal Environments:** Principal players and key issues such as north-south relations, political economies, and partnerships ("Environments of Influence")
- **Internal Environments:** Key internal management issues NGO managers face
- Reflection and discussion of NGO management in the 21\(^{st}\) century

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\(^1\) The Johns Hopkins Comparative Nonprofit Sector Project is a systematic effort to analyze the scope, structure, financing, and role of the private nonprofit sector in a cross-section of countries around the world in order to improve our knowledge and enrich our theoretical understanding of this sector. See: [http://www.jhu.edu/~cnp](http://www.jhu.edu/~cnp)

The primary goal of the course is to help students engage in critical comparative analysis of the external environments in which NGOs function across different regions of the world in order to better “fit” internal organizational management processes to external constraints and opportunities. Throughout the semester we will explore key issues in the three environments identified above that constrain and encourage NGO development and management capacity to achieve missions and goals.

The course will be highly interactive with students and faculty working together to meet the following objectives.

- To understand the overall external contexts in which NGOs exist and how these contexts influence the principal internal management environment of NGOs
- To provide conceptual frameworks for analyzing the external and internal management dynamics of NGOs
- To critically analyze and compare NGO management issues across widely different contexts
- To appreciate and identify strategies to manage the ambiguity and complexity that characterize NGO management in the 21st century
- To challenge students to be reflective, thoughtful NGO managers in an increasingly interdependent and complex world

REQUIRED READINGS AVAILABLE AT BOOK STORE:


2. E-Reserves and Online Resources. To access articles posted on E-Reserves, click on link below: http://ereserves.indiana.edu/eres/coursepage.aspx?cid=3815&page=docs  Password: blue

COURSE REQUIREMENTS:

The literature on NGOs is vast. We will not be able to adequately cover the necessary topics unless we take responsibility for helping each other learn about the key issues NGO managers face. We will do so by dividing ourselves into various regional groups according to individual interest the first week of class. Thereafter, each group will work together to educate the rest of the class about various NGO management issues assigned each week. An analysis of NGOs in your regions of the world will be presented at the end of the semester through your group projects. Recommended readings are included for your edification and are not required.

There are 3 major requirements for this course:

1. Class Participation (30 points): This course is organized as a seminar which means that you must come prepared (having read all the assigned readings) to actively participate in your own learning—and that of your colleagues. Regional groups will make presentations on various topics and lead discussions. Periodically, you will have in-class assignments. Your in-class presence is very important and is assumed to be a class norm.

2. Group Project: Final Paper (30 points) and Two In-Class Presentations (10 points each): This project represents an important part of the class because it is an opportunity for us to learn about and compare in greater depth the differences and similarities in contexts that NGOs face across different regions of the world. Regional groups have the option of choosing between 2 different approaches: Project A is more theoretical in nature, Project B more applied. Table 1 describes these two projects in detail.
## DUE DATES:
Final Paper Due: Mon Dec. 11. Presentations: See Course Schedule

### Project A: Comparative Case Study Analysis

Select at least 2 functioning NGOs in your particular region of the world. Comparative analysis of these 2 (or more) NGOs will include the following components:

<table>
<thead>
<tr>
<th>I. Individual case studies of each NGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Basic description – mission, structure, funding portfolio, staff / volunteers</td>
</tr>
<tr>
<td>• Analysis of their “appreciated,” “influenced,” and “internal” management environments (be sure to include discussion of partners / potential partnerships)</td>
</tr>
<tr>
<td>• Analysis of the dynamics between their internal management needs and their external environments</td>
</tr>
<tr>
<td>• Identification of the key management challenges faced by each NGO including partnership challenges if relevant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II. Comparative cross-cases analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Discussion of the <em>similarities and differences</em> across these NGOs in terms of their key management challenges</td>
</tr>
<tr>
<td>• Reflection on why these challenges exist in terms of their different “appreciated,” “influenced,” and “internal” management environments</td>
</tr>
<tr>
<td>• Discussion of strategies for addressing these management challenges</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>III. Conclusion: Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Drawing on 3 key topics addressed in this course, summarize lessons learned that will inform other NGO managers in the field</td>
</tr>
</tbody>
</table>

### Project B: NGO Management Group Project

Identify an issue or problem relevant to your particular region of the world and how best to address this issue through an NGO. The final analysis will include the following components:

<table>
<thead>
<tr>
<th>I. Description of the issue / problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Discussion of root causes of the issue or problem and the human and environmental implications of ignoring the issue</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II. Addressing the issue or problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Discussion of best way to approach the issue or problem either through an existing NGO or by creating a new NGO and rationale for choosing either</td>
</tr>
<tr>
<td>• Identification of vision and mission statements for this NGO</td>
</tr>
<tr>
<td>• Analysis of the “appreciated,” “influenced,” and “internal” management environments for this NGO (be sure to include discussion of partners / potential partnerships)</td>
</tr>
<tr>
<td>• Analysis of the dynamics between its internal management needs and its external environments</td>
</tr>
<tr>
<td>• Identification of the key management challenges faced by this NGO including partnership challenges if relevant</td>
</tr>
<tr>
<td>• Discussion of strategies for addressing these management challenges</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>III. Conclusion: Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Drawing on 3 key topics addressed in this course, summarize lessons learned that will inform other NGO managers in the field</td>
</tr>
</tbody>
</table>

3. **Final / Reflection Essay (20 points):** Thurs Dec 14 between 8am – 10am

**STATEMENT ON ACADEMIC DISHONESTY:** Plagiarism is the use of the work of others without properly crediting the actual source of the ideas, words, sentences, paragraphs, entire articles, music, or pictures. Using the work of other students, with or without their permission, is plagiarism if there is no clear indication of the source of the original work. Plagiarism is a form of cheating. It is a serious offense and will be severely punished. When plagiarism is suspected, the instructor will inform the student of the charge. The student has the right to respond to the allegations. If a student is charged with plagiarism, procedures outlined in the IU
"Student Rights and Responsibilities" statement will be followed. Students have the right to appeal any charge to the Academic Affairs Committee. For a useful discussion on plagiarism, see "Avoiding Plagiarism" at: http://sja.ucdavis.edu/avoid.htm. See also SPEA Academic Policies in your course folder.

VIDEO CONFERENCES: Periodically throughout the course, I hope we will be able to meet with several NGO management experts and directors from around the world through video conferencing. Much of this depends on existing infrastructure and is not yet finalized. Because of time zone differences, we may need to meet at times other than our class period. If this occurs, we will find a way to accommodate schedules as much as possible and video conferences will replace regular class periods. Attendance at all video conferences is assumed. Students will be kept informed as plans progress.

GRADING POLICY: The following grading scale will be used for final grades:

97 – 100% = A+
93 – 96% = A
90 – 92% = A-
87 – 89% = B+
83 – 86% = B
80 – 82% = B-
77 – 79% = C+
73 – 76% = C
70 – 72% = C-
67 – 69% = D+
63 – 66% = D
60 – 62% = D-
Below 60% = Failing

COURSE SCHEDULE AND ACTIVITIES:

NGO MANAGEMENT I
OVERVIEW OF THE NGO SECTOR

WEEK 1: COURSE OVERVIEW AND DESCRIPTION OF THE NGO SECTOR

<table>
<thead>
<tr>
<th>Tuesday August 29</th>
<th>Thursday August 31</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Overview</strong></td>
<td><strong>The NGO Sector: What Does it Look Like?</strong></td>
</tr>
<tr>
<td>Introduction to Course</td>
<td><strong>E-Reserves:</strong></td>
</tr>
<tr>
<td>Get to know each other</td>
<td><strong>On-Line and E-Reserves:</strong></td>
</tr>
</tbody>
</table>

4
RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


**WEEK 2: WHAT ARE NGOs? DEFINITIONS / HISTORY / ROLES**

<table>
<thead>
<tr>
<th>Tuesday September 5</th>
<th>Thursday September 7</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What are NGOs?</strong></td>
<td><strong>History / Roles of NGOs</strong></td>
</tr>
</tbody>
</table>

**E-Reserves and online articles:**


3. Willetts, P. ___. What is a Non-governmental Organization? Article, for the UNESCO Encyclopedia of Life Sciences, Output from the Research Project on Civil Society Networks in Global Governance, City University, London. [http://www.staff.city.ac.uk/p.willetts/CS-NTWKS/NGO-ART.HTM](http://www.staff.city.ac.uk/p.willetts/CS-NTWKS/NGO-ART.HTM)

Text:


**E-Reserves and online articles:**


RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


Other links on line: [http://www.globalpolicy.org/ngos/role/intro/def/2001/0112wild.htm](http://www.globalpolicy.org/ngos/role/intro/def/2001/0112wild.htm)

Peruse the references in the Output from the Research Project on Civil Society Networks in Global Governance [http://www.staff.city.ac.uk/p.willets/CS-NTWKS/INDEX.HTM](http://www.staff.city.ac.uk/p.willets/CS-NTWKS/INDEX.HTM)
NGO MANAGEMENT II
CONCEPTUAL FRAMEWORKS and MANAGEMENT ISSUES

WEEK 3: CONCEPTUAL FRAMEWORKS—ORGANIZATION AND MANAGEMENT THEORY

<table>
<thead>
<tr>
<th>Tuesday September 12</th>
<th>Thursday September 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-Reserves:</strong></td>
<td><strong>E-Reserves:</strong></td>
</tr>
</tbody>
</table>

**RECOMMENDED READINGS** for your Edification and Future Roles in the NGO Sector:


## NGO MANAGEMENT III

### EXTERNAL ENVIRONMENTS: MACRO-LEVEL FORCES

"Appreciated Environments"

<table>
<thead>
<tr>
<th>Tuesday September 19</th>
<th>Thursday September 21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NGOs and the Globalization / Civil Society Debate</strong></td>
<td><strong>Understanding the AID Industry and North South Relations</strong></td>
</tr>
<tr>
<td><strong>E-Reserves and online articles:</strong></td>
<td><strong>E-Reserves:</strong></td>
</tr>
</tbody>
</table>

### RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


NGO MANAGEMENT IV
EXTERNAL / INTERNAL ENVIRONMENTS: PRINCIPAL STAKEHOLDERS
“Influenced Environments”

WEEK 5: PRINCIPAL PLAYERS AND RELATIONSHIPS—GOVERNMENTS / MARKETS / NGOs

<table>
<thead>
<tr>
<th>Tuesday September 26</th>
<th>Thursday September 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationships Across Sectors: Key Issues</td>
<td>The Importance of Partnerships</td>
</tr>
</tbody>
</table>

**E-Reserves:**


**Text:**

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**Text:**
RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


For List of Articles on NGO / Business Relationships Peruse: http://www.globalpolicy.org/ngos/role/busindex.htm

NGOs and UN: http://www.globalpolicy.org/ngos/ngo-un/index.htm

NGOs and WB: http://www.globalpolicy.org/ngos/wbank/index.htm

NGOs and WTO: http://www.globalpolicy.org/ngos/role/wtoindex.htm

NGOs and EU: http://www.globalpolicy.org/ngos/role/euindex.htm

NGOs and other international / regional institutions: http://www.globalpolicy.org/ngos/role/otherint.htm

http://www.globalpolicy.org/ngos/role/index1.htm
### WEEK 6: COMPARING REGIONAL EXTERNAL ENVIRONMENTS

<table>
<thead>
<tr>
<th>Tuesday October 3 Regional Group Presentations (15 minutes)</th>
<th>Thursday October 5 Regional Group Presentations (15 minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Asia / Central Asia / Caucasus</td>
</tr>
<tr>
<td>Central and South America / Caribbean</td>
<td>Southeast Asia / South Pacific</td>
</tr>
<tr>
<td>Eastern Europe / Russia</td>
<td>China / Japan / Korea</td>
</tr>
<tr>
<td>Middle East</td>
<td>DISCUSSION Papers</td>
</tr>
</tbody>
</table>

### NGO MANAGEMENT V

**INTERNAL ORGANIZATIONAL ENVIRONMENT:**

**NGO MANAGEMENT ISSUES**

"Controlled Environments"

### WEEK 7: NGO OPERATIONS: MISSION, GOVERNANCE, STRATEGIES FOR ACTION

<table>
<thead>
<tr>
<th>Tues October 10 Theoretical Framework: Ann Marie</th>
</tr>
</thead>
</table>

**Text:**


**E-Reserve and online articles:**


5. The International Center for Not-for-Profit Law (ICNL) “Regulating Not-For-Profit Organizations.


<table>
<thead>
<tr>
<th>Thursday October 12 Discussion / Application: Group Presentation and Discussion</th>
</tr>
</thead>
</table>

**Assigned Group:** **South East Asia / South Pacific**

**E-Reserve:**


RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


WEEK 8: MANAGING RESOURCES – FINANCIAL AND HUMAN

<table>
<thead>
<tr>
<th>Tuesday October 17</th>
<th>Thursday October 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical Framework:</strong>&lt;br&gt;Ann Marie</td>
<td><strong>Discussion / Application:</strong>&lt;br&gt;Group Presentation and Discussion</td>
</tr>
</tbody>
</table>

**Text:**


**Assigned Group:** Africa

**E-Reserve and online articles:**

2. ASHOKA Africa: Skim ASHOKA Website and choose some interesting cases for discussion. [http://www.ashoka.org/global/aw_africa.cfm](http://www.ashoka.org/global/aw_africa.cfm)

**Tuesday October 17**


**E-Reserve**


**Thursday October 19**


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**RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:**

**Financial Resources**


INTRAC, Occasional Paper Series 15.


Human Resources


WEEK 9: PERFORMANCE AND ACCOUNTABILITY

<table>
<thead>
<tr>
<th>Tuesday October 24</th>
<th>Thursday October 26</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical Framework:</strong></td>
<td></td>
</tr>
<tr>
<td>Ann Marie</td>
<td></td>
</tr>
<tr>
<td><strong>Text:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Assigned Group:</strong> Asia / Central Asia / Caucasus</td>
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<tr>
<td><strong>Discussion / Application:</strong></td>
<td></td>
</tr>
<tr>
<td>Group Presentation and Discussion</td>
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<td><strong>Text:</strong></td>
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</table>


E-Reserves:


RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


Discussion-Oriented Organizational Self-Assessment (DOSA) web page. http://www.edc.org/dosa

**WEEK 10: PARTICIPATION / SUSTAINABILITY / SCALING-UP**

<table>
<thead>
<tr>
<th>Tuesday October 31</th>
<th>Thursday November 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical Framework:</strong></td>
<td><strong>Discussion / Application:</strong></td>
</tr>
<tr>
<td><strong>Ann Marie</strong></td>
<td><strong>Group Presentation and Discussion</strong></td>
</tr>
<tr>
<td><strong>Text:</strong></td>
<td><strong>Assigned Group:</strong> <strong>Central and South America</strong></td>
</tr>
</tbody>
</table>


E-Reserve:


E-Reserve:

Assigned Group: China / Japan / Korea

Tuesday October 31

Thursday November 2


RECOMMENDED READINGS for your Edification and Future Roles in the NGO Sector:


WEEK 11: MANAGING CHANGE AND AMBIGUITY – ORGANIZATIONAL LEARNING

<table>
<thead>
<tr>
<th>Tuesday November 7</th>
<th>Thursday November 9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Text:</strong></td>
<td><strong>Discussion / Application:</strong></td>
</tr>
</tbody>
</table>

**RECOMMENDED READINGS** for your Edification and Future Roles in the NGO Sector:


### WEEK 12: NGO MANAGEMENT AND ETHICAL ISSUES OF THE 21ST CENTURY

<table>
<thead>
<tr>
<th>Tuesday November 14</th>
<th>Thursday November 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theoretical Framework: Ann Marie</td>
<td>Discussion / Application: Group Presentation and Discussion</td>
</tr>
<tr>
<td><strong>E-Reserves:</strong></td>
<td>Assigned Group: <strong>Middle East</strong></td>
</tr>
<tr>
<td><strong>Text:</strong></td>
<td></td>
</tr>
</tbody>
</table>

### WEEK 13: GROUP PRESENTATIONS—FINAL PROJECTS

<table>
<thead>
<tr>
<th>Tuesday November 21</th>
<th>Thursday November 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two groups per class period: Sign Up</td>
<td>HAPPY THANKSGIVING: NO CLASS</td>
</tr>
</tbody>
</table>

### WEEK 14: GROUP PRESENTATIONS—FINAL PROJECTS

<table>
<thead>
<tr>
<th>Tuesday November 28</th>
<th>Thursday November 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two groups per class period: Sign Up</td>
<td>Two groups per class period: Sign Up</td>
</tr>
</tbody>
</table>

### WEEK 15: GROUP PRESENTATIONS—FINAL PROJECTS AND WRAP UP

<table>
<thead>
<tr>
<th>Tuesday December 5</th>
<th>Thursday December 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two groups per class period: Sign Up</td>
<td>Putting it all Together: Ann Marie</td>
</tr>
</tbody>
</table>

### FINALS WEEK: THURSDAY DEC 14

Final: Reflection Essay due in class any time between 8AM – 10AM.

This is also a time to have a cup of coffee, say goodbye, and wish each other well.
TO: Tom May, Associate Registrar

FROM: Terri Borden, Assistant to the Dean for Academic and Fiscal Affairs

DATE: January 19, 2007

SUBJ: New Course Request – SPEA-V 434

SPEA-V 434 NGO Management in Comparative Perspective (3 cr.)

This new course will be crossed listed with SPEA-V 534. See attached documentation.

Please contact me if you have any questions or need further information.

Enclosure