MILANO THE NEW SCHOOL FOR MANAGEMENT AND URBAN POLICY
NONPROFIT MANAGEMENT PROGRAM

Advanced Seminar in Nonprofit Management

Course Syllabus

Spring 2009
CRN 2027

Instructor: Antonin Wagner, Visiting Professor of Management

Email: wagnera@newschool.edu
Phone: 212-229-5400 x1214
Office location: 72 Fifth Avenue, 6th floor, room # 618
Office hours: by appointment

Course Objectives

This course is intended for students nearing the end (most likely taking their last or before last semester) of the Nonprofit Management Program at Milano. It will be conducted as an Advanced Seminar that helps participants to use theoretical concepts and research findings as instruments of practical problem solving and to apply what they have learned in their training program at Milano to real-life situations in management. To that end, students have to carry out a so-called Professional Decision Report (PDR) or a Paper of Publishable Quality (PPQ) as a master's level research project which they have to submit as their major individual work achievement at the end of the semester.

Course Format

The first three sessions of the Advanced Seminar take place on-site and are dedicated to methodological issues in preparation for a PDR/PPQ. **Detailed requirements for the PDR/PPQ will be made available to students in a special handout.** In the week of February 16, 2009, students will meet with the instructor individually to prepare an outline for their PDR/PPQ. During the next eight weeks, students will work on their paper under on-line supervision of the instructor. In the last three sessions of the semester, finally, students will submit their tentative findings for discussion with their colleagues and the instructor on-site. Based on this discussion, students will finalize their end-product, which is due on May 11, 2009.

Course Description

Writing a PDR/PPQ is a complex intellectual endeavor that requires thoughtful planning and a step-by-step approach. The course has been designed in a way to help students approaching this task in an orderly manner.

- The process of writing a PDR/PPQ begins with selecting a topic for their work and--in the case of a PDR--also choosing a client. The selection process is a major responsibility that takes time and may require consultation with the instructor. **Each student is therefore urged to contact the course instructor by e-mail** (wagnera@newschool.edu) **prior to session 1 (January 29, 2009) to make suggestions for a PDR/PPQ topic.**

- The next step to be taken is writing a one-page **Project Synopsis**, which is due for the on-site session of February 12. If students are working with a client, they must submit -- together with their synopsis -- the client's **written approval** to the research project.

- During the week of February 16, the instructor will meet with each student to discuss his/her Project Synopsis and make recommendations for improvements in view of the end-product. After this individual session, the instructor will continue to stay in touch with students on-line to supervise their work.

- On April 23, the Advanced Seminar will enter into its second on-site phase. Students will present in class a draft version of their PDR/PPQ with preliminary findings. The presentation is intended to review individual PDRs/PPQs in progress and to initiate a mutual learning process through feedbacks from the instructor and fellow students.

- The final version of your PDR/PPQ must be submitted by email and in form of two hardcopies (accompanied by a self-addressed, postage-paid 10x13 mailing envelope) no later than Monday, May 11, 2008, i.e. at the beginning of the last week of the semester. Later submissions will be penalized by a deduction of one full grade.

Course Schedule for On-Campus Meetings

Phase of Advanced Seminar	Date and time	Content
On-site phase I	Thursdays, 6:00-9:00 PM January 29, February 5, February 12,	Preparation of outline and project synopsis
On-line consultation	February 23 to April 23	Writing of text
On-site phase II	Thursdays, 6:00-9:00 PM April 23, April 30, and May 7	Student presentation and discussion of findings

Course Readings

Reading assignments for the first part of the Advanced Seminar include (in alphabetical order):

Liao-Troth, Matthew A. and Craig P. Dunn: Social Constructs and Human Service: Managerial Sensemaking of Volunteer Motivation, in: Voluntas, 10 (1999) 4, 345-361.

Lindblom, Charles E. and David K. Cohen: Usable Knowledge. Social Science and Social Problem Solving, New Haven and London: Yale University Press, 1979.

Schön, Donald A.: The Art of Managing: Reflection-in-Action within an Organizational Learning System, in: The Reflective Practitioner. How Professionals Think in Action, Basic Books, 1983, pp. 236-266

Reading assignments will be made available by the course instructor, with the exception of Lindblom and Cohen. Students are encouraged to order this more than a quarter-of-a-century old, but still state-of-the-arts treatise on social science research from www.Amazon.com.

Use of the Internet

It is expected that every Advanced Seminar student will have access to the Internet, particularly the Online University.

Other Nonprofit Management websites of interest are:

http://www.arnova.org/	ARNOVA
http://www.fdncenter.org/	The Foundation Center
http://www.philanthropy.com	The Chronicle of Philanthropy
http://www.indepsec.org/	Independent Sector
http://www.nonprofits.org/	The Internet Nonprofit Center
http://www.charitynavigator.org	Charity Navigator

Class Participation and Grading

The Advanced Seminar is by definition a highly participatory course. All students are expected to attend on-site sessions, to actively participate in class discussions and to make a professional presentation of their preliminary PDR/PPQ-findings to their colleagues. At all times, students are expected to come to class prepared, to review their PDR/PPQ in progress and to exchange their ideas with others.

The grading formula for this course is as follows:

Class leadership and participation:	30% of final grade
PDR/PPQ (Project synopsis, class presentation and final version): • 10% for project synopsis • 10% for in-class presentation • 50% for final product	70% of final grade