

INTERNATIONAL NGO MANAGEMENT
IN COMPARATIVE PERSPECTIVE
Fall : V534 Section 27120 / V450 Section 12978
Tues / Thurs 8AM – 9:15AM

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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. Managing NGOs in the 21st 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.

LOGIC OF COURSE: NGO managers manage within three primary environments. These include:

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

ORGANIZATION OF COURSE: The course is organized into six modules. These include:

- Overview of the NGO sector
- Key NGO management issues and conceptual frameworks for understanding these issues
- External Macro-environments: Economic, political, socio-cultural, and ideological forces that affect NGOs
- Operating Environments: Principal players and key issues such as north-south relations, political economies, and partnerships
- Internal Environments: Key internal management issues NGO managers face
- Reflection and discussion of NGO management in the 21st century

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/>

² Lester M. Salamon (1994) “The Rise of the Nonprofit Sector,” *Foreign Affairs*, 73(4),109.

PRIMARY GOAL OF COURSE:

To help students engage in critical comparative analysis of the 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.

COURSE OBJECTIVES:

The course will be highly interactive with students and faculty working together to

- Understand the overall external contexts in which NGOs exist and how these contexts influence the principal internal management environment of NGOs
- Provide conceptual frameworks for analyzing the external and internal management dynamics of NGOs
- Critically analyze and compare NGO management issues across widely different contexts
- Appreciate and identify strategies to manage the ambiguity and complexity that characterize NGO management in the 21st century
- Challenge each other to be reflective, thoughtful NGO managers in an increasingly interdependent and complex world

REQUIRED READINGS AVAILABLE AT BOOK STORE:

1. Lewis, David. 2007. *The Management of Non-Governmental Development Organizations, second edition*. New York: Routledge. ISBN: 0 415 37093 0 (paper)
2. Edwards, M. and Fowler, A. (2003) *The Earthscan Reader on NGO Management*. London: Earthscan Publications, Ltd.
3. V534 / V450 Casebook
4. E-Reverses and Online Resources: Click on link below. Password: **Blue**
<http://ereserves.indiana.edu/eres/coursepage.aspx?cid=3815&page=docs>

RECOMMENDED READINGS:

Included in your course packet is a list of recommended readings organized by the same topics used in this course. This will serve as a preliminary bibliography for you to use in your future career as an NGO manager or as someone interested in NGOs. Recommended readings are for your edification only and are not required.

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, students will work individually and together in groups to educate the rest of the class about how NGOs in your chosen region of the world manage the complexities of their internal and external environments. An analysis of NGOs in these regions will be presented at the end of the semester through your final projects.

The Table below summarizes the 3 major requirements for this course.

1. Class Participation (15 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. Assigned groups of students will make presentations on various topics and lead discussions. Your in-class presence is very important and is assumed to be a class norm.
2. Four Individual Graded Assignments (35 points total)	Because your final paper is a group grade, you will also have the opportunity to be graded individually through periodic graded assignments related to particular aspects of the course. See Appendix for details.
3. Final Group Paper and Presentation (50 points) In-Class presentations (5 / 5 = 10 points) Paper (40 points)	This project represents an important part of the class because it is an opportunity to learn about and compare in greater depth the differences and similarities in contexts that NGOs face across different regions of the world. By the end of the second week, you will be assigned a small regional group based on your particular interests. As a group, you will be responsible for educating the rest of the class on NGO management by critically analyzing an NGO of your choice in this region of the world. See Appendix for details: Final Paper is due <u>Thurs Dec 18th</u> no later than 5pm. In-Class Presentations: See Course Schedule

VIDEO CONFERENCES:

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.

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. See SPEA Academic Policies in your course folder. For a useful discussion on plagiarism, see "Avoiding Plagiarism" at: <http://sia.ucdavis.edu/avoid.htm>.

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

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

COURSE SCHEDULE AND ACTIVITIES

MODULE 1: OVERVIEW OF THE NGO SECTOR (Weeks 1 – 2)

WEEK 1: Course Overview and Description of the NGO Sector

Tuesday Sept 2	Thursday Sept 4
<u>Course Overview</u>	<u>The NGO Sector: What Does it Look Like?</u>
Introduction to Course Go over Syllabus Discussion of Expectations Get to know each other Sign up for regional interests	E-Reserves: 1. Salamon, L.M. 1994. The Rise of the Nonprofit Sector. <i>Foreign Affairs</i> 74 (3): pp. 109 – 122 E-Reserves: 2. Salamon, L.M., Sokolowski, S.W., List, R. 2003. <i>Global Civil Society: An Overview</i> , The Johns Hopkins Comparative Nonprofit Sector Project.

WEEK 2: NGOS – Definitions / History / Roles in Society

Preparation for Week 2 Discussion:

Peruse the web or use the list of NGO websites in your course folder to begin identifying an NGO of interest to you in a region of the world that interests you. **No later than Wednesday morning of this week, send me (by email) the:**

- (1) Name of your NGO and the region of the world where it is located,
- (2) Issue the NGO seeks to address (see mission statement), and
- (3) Activities / roles it plays in society.

Come prepared to use that NGO to guide our discussion about the definition, history, and roles of NGOs in the world.

Tuesday September 9	Thursday September 11
<u>What are NGOs?</u>	<u>History / Roles of NGOs</u>
Texts: 1. Lewis, D. 2007. Contexts, Histories, and Relevant Concepts in <i>The Management of Non-governmental Development Organizations, Second Edition</i> , Ch. 2 , pp. 37 – 72. 2. Edwards, M. and A. Fowler. 2003. Introduction in <i>The Earthscan Reader on NGO Management</i> , Introduction , pp. 1 - 13. E-Reserves: 3. Fowler, A. and R. James. 1994. The Role of Southern NGOs in Development Co-operation. <i>INTRAC Occasional Paper Series</i> , Number 2.	Text: 1. Lewis, D. 2007. Advocacy and Service Delivery: Managing the Main NGO Activities in <i>The Management of Non-governmental Development Organizations, Second Edition</i> , Ch. 5 , pp. 129 – 162. 2. Jordan, L. and P. Van Tuijl. 2003. Political Responsibility in Transnational NGO Advocacy in <i>The Earthscan Reader on NGO Management</i> , Ch. 7 , pp. 100 – 120.

NOTE: By now, your regional group should have met at least once to (1) agree on an issue or problem that interests you, and (2) identify the NGO you will analyze in your final group paper.

MODULE TWO: CONCEPTUAL FRAMEWORKS and MANAGEMENT ISSUES (Week 3)

WEEK 3: Theoretical Perspectives on Organization and Management

Preparation for Week 3 Discussion:

Using the NGO that you identified in week 2, take the time to consider how relevant the theoretical perspectives on management described in your text are for that NGO. **Tuesday:** We will examine the different perspectives on NGO management. **Thursday:** We will engage in a debate. Using your readings as the foundation of the debate, you will be assigned into 3 groups.

Group one will take the following perspective: management is management no matter what the context.

Group two will take the opposite perspective: that management is not management but is necessarily different for each particular context.

Group three will form a panel of judges who will (1) summarize the two arguments they hear, and (2) present and defend (based on the debate and their own understanding of the readings) their final conclusion on the subject.

Tuesday September 16	Thursday September 18
<u>Some Theoretical Perspectives on Management</u> Text: 1. Lewis, D. 2007. Introduction: The Growth of the NGO Management Debate in <i>The Management of Non-Governmental Development Organizations, Second Edition, Ch 1</i> , pp. 6 – 33 AND Ch 4 , pp. 102 – 126. E-Reserves: 2. Dubrin, A. 2000. The Manager's Job in <i>Essentials of Management</i> Cincinnati: South- Western College Publishers. 3. Achebe, Chinua <i>Dead Men's Path</i>	<u>Cross-Cultural Issues in Management</u> E-Reserves: 1. Kanungo, R. N. and A.M. Jaeger, 1990. Introduction: The Need for Indigenous Management in Developing Countries in A.M. Jaeger and R.N. Kanungo (eds) <i>Management in Developing Countries</i> . London: Routledge, pp. 1 - 19. 2. Dichter, T. W. 1989. Development Management: Plain or Fancy? Sorting Out Some Muddles. <i>Public Administration and Development</i> . 9: 381 – 393. 3. Nicholson, T. 1994. Institution Building: Examining the Fit Between Bureaucracies and Indigenous Systems in <i>Anthropology of Organizations</i> , ed. Susan Wright. New York: Routledge. 4. Jackson, T. 2003. Why is a Cross-Cultural Approach Necessary? INTRACT PraxisNote1

Graded Assignment #1 (5 points): After listening to your colleagues' debate and completing the reading for this week, write a one page "minute" paper in response to this debate by articulating where YOU stand on the debate and why. **Due Friday Sept 19th at 5pm.**

MODULE THREE: EXTERNAL MACRO ENVIRONMENTS (Weeks 4 – 5)

WEEK 4: Economic, Political, Socio-Cultural, Ideological Macro Level Forces

Preparation for Week 4 Discussion:

No later than Wed evening Sept. 24th, send me one question (by email) related to your readings that you would like the class to discuss. Come prepared with your thoughts re: that question. **Thursday:** we will divide up into 3 groups; each group will:

- (1) Identify one question from among the questions represented in that group,
- (2) Wrestle with various responses to that question,

- (3) Share the question and your collective answer with the rest of us, and, most importantly
- (4) **Explain how your question and answer helps us better understand the opportunities and challenges the external environment poses for NGO managers throughout the world.**

Tuesday September 23	Thursday September 25
<u>Trying to Make Sense of the External Environment in which NGOs Function</u> Text: 1. Lewis, D. 2007. NGOs in Development in <i>The Management of Non-Governmental Development Organizations, Second Edition</i> , Ch. 3 , pp. 73 – 100. E-Reserves: 2. De Graaf, M. 1987. Context, Constraint or Control? Zimbabwean NGOs and their Environment. <i>Development Policy Review</i> . Vol. 5: 277 – 301. 3. Fowler, A. 1997. Understanding International Development in <i>Striking a Balance: A Guide to Enhancing the Effectiveness of Non-governmental Organizations in International Development</i> London: Earthscan Publications, Ltd., pp. 3 – 20.	<u>Globalization, the Foreign Aid System, NGOs</u> Text: 1. Fowler, A. 2003. NGO Futures—Beyond Aid: NGDO Values and the Fourth Position. in <i>The Earthscan Reader on NGO Management, Ch. 1</i> , pp. 13 - 26 2. Edwards, M. 2003. International Development NGOs: Agents of Foreign Aid or Vehicles for International Cooperation? in <i>The Earthscan Reader on NGO Management, Second Edition</i> , Ch. 2 pp. 27 – 37. E-Reserves: 3. Dichter, T.W. 1999. Globalization and its Effects on NGOs: Efflorescence or a Blurring of Roles and Relevance? <i>Nonprofit and Voluntary Sector Quarterly</i> (supplement) 28 (4): 38 – 86

WEEK 5: In-Class Presentations of Regional External Environments (5 points)

Preparation for Week 5 Presentations:

Regional groups will describe what the external environment of NGOs looks like in their region of the world. A framework will be handed out in class to help you prepare for your presentation. Presentation days will be assigned by week 4.

Tuesday September 30	Thursday Oct 2
In-class group presentations (5 points)	In-class group presentations (5 points)

MODULE FOUR: OPERATING ENVIRONMENTS (Week 6)

WEEK 6: Principal Players and Relationships—Governments, Markets, NGOs, Donors

Preparation for Week 6 Discussion:

Tuesday: I will provide a framework for understanding the key issues NGOs face when considering relationships with other sectors in their immediate operating environments such as government, the market, other NGOs, donors. **Thursday:** we will discuss the Harvard Business School Case Study of the alliance between FASA and Las Rosas Foundation in your case book. The framework for the all-class discussion will be to arrive at a better understanding of how the operating environments in which NGOs function pose opportunities and challenges for NGOs throughout the world. Questions will be handed out on Tuesday to guide your reading and our discussion.

Tuesday October 7	Thursday Oct 9
<p><u>Relationships Across Sectors: Governments, Markets, NGOs, Donors</u></p> <p>Text:</p> <ol style="list-style-type: none"> 1. Lewis, D. 2007. NGOs and the Management of Relationships in <i>The Management of Non-Governmental Development Organizations, Second Edition</i>, Ch. 6, pp. 163 – 188. <p>E-Reserves:</p> <ol style="list-style-type: none"> 2. Clark, J. 1997. The State, Popular Participation, and the Voluntary Sector. in D. Hulme and M. Edwards (eds) <i>NGOs, States, and Donors: Too Close for Comfort?</i> London: Macmillan Press, Ltd. pp. 43 – 58 3. Spar, D.L. and L.T. La Mure. 2003. The Power of Activism: Assessing the Impact of NGOs on Global Business. <i>California Management Review</i>, 45(3), 78-102. 	<p><u>The Importance of Partnerships</u></p> <p>Text:</p> <ol style="list-style-type: none"> 1. Fowler, A. 2003. Beyond Partnership: Getting Real about NGO Relationships in the AID System in <i>The Earthscan Reader on NGO Management</i>, Ch. 15 pp. 241 – 255. 2. Gaventa, J. 2003. Crossing the Great Divide: Building Links and Learning Between NGOs and Community-base Organizations in the North and South. <i>The Earthscan Reader on NGO Management</i>, Ch. 16 pp. 256 - 271 <p>Case Book:</p> <ol style="list-style-type: none"> 3. Koljatic, M and M. Silva. 2003. <i>Farmacias Ahumada S.A. and the Fundacion Las Rosas</i>. Social Enterprise Knowledge Network, HBS Cases.

MODULE FIVE: INTERNAL ORGANIZATIONAL ENVIRONMENTS (Weeks 7 – 11)

WEEK 7: Organizational Learning—Mission, Governance, Strategies for Action

Preparation for Week 7 Discussion:

Evaluation and Reflection: Organizational Self-Assessment Exercise to be completed outside of class. Leave a hard copy of your assessment in my mail box **no later than Friday Oct 10**. You need not put your name on the assessment. **Tuesday:** Having read about organizational learning, come prepared to discuss where we are and where we need to go. **Thursday:** I will provide a theoretical framework for understanding the internal organizational environments for NGOS

Tues October 14	Thursday October 16
<p><u>Organizational Learning</u></p> <p>Text:</p> <ol style="list-style-type: none"> 1. Edwards, M. 2003. Organizational Learning in Non-governmental Organizations: What Have we Learned? in <i>The Earthscan Reader on NGO Management</i>, Ch. 21 pp. 331 - 346 2. Taylor, J. 2003. On the Road to Becoming a Learning Organization in <i>The Earthscan Reader on NGO Management</i>, London: Earthscan Publications, Ch. 22 pp. 347 – 352. 	<p><u>Theoretical Framework: Ann Marie</u></p> <p>Text:</p> <ol style="list-style-type: none"> 1. Lewis, D. 2007. NGOs and the Dynamics of Internal Management in <i>The Management of Non-Governmental Development Organizations, Second Edition</i>, Ch.7 pp. 189 - 215. 2. Fowler, A. 2003. Organizing Nonprofits for Development in <i>The Earthscan Reader on NGO Management</i>, Ch. 5 pp. 74 – 85. 3. Tandon, R. 2003. Board Games: Governance and Accountability in NGOs in <i>The Earthscan Reader on NGO Management</i>, Ch. 13. pp. 214 – 224.

WEEK 8: NGO Operations—Mission, Governance, Strategies Planning / Action

Preparation for Week 8 Discussion:

Tuesday: Using the NGO(s) that you have chosen for your final project, try to apply the readings to your particular NGO. **Thursday:** Come prepared to discuss the two cases of BRAC and Mercy Corps – arguably two of the most impressive international NGOs in the world. Use your readings as the lens for understanding the internal environment of your organization. Questions will be handed out on Tuesday to guide your reading and our discussion.

Tues October 21	Thursday October 23
<u>Class Discussion / Application:</u> E-Reserve: 1. Goldsmith, A.A. 1996. Strategic Thinking in International Development: Using Management Tools to see the Big Picture. <i>World Development</i> , 24, 9: pp. 1431 – 1439. 2. Jackson, T. 2003. <i>How Can Capacity be Built Through Cross-Cultural Management</i> . INTRAC PraxisNote 2. 3. Jackson, T. and M. Sorgenfrei. 2003. <i>How can Knowledge Transferability be Managed Across Cultures</i> . INTRAC. PraxisNote3.	<u>Class Discussion / Application:</u> Case Book: 1. Quelch, J. and N. Laidler 2003. <i>BRAC</i> . Harvard Business School. 2. Grossman, A.S. and C. King. <i>Mercy Corps: Positioning the Organization to Reach New Heights</i> . Harvard Business School

Graded Assignment # 2 (6 points): Write a brief 5 page case study of your NGO using the following guidelines:

- (1) Identify its mission, governance structure, and how it gets things done—achieves its mission.
- (2) Draw a picture of what your NGO looks like
- (3) Could you identify where your NGO is going in the next five years from what you know about this NGO so far? Why? Why not?
- (4) **Using your readings**, what recommendations would you offer this NGO to improve its internal organizational environment. **Due Friday Oct. 24, 5pm**

WEEK 9: Managing Resources—Human and Financial

Preparation for Week 9 Discussion:

Tuesday: I will provide a theoretical framework for thinking about the topic: managing resources in NGOs. **Thursday:** Come prepared to discuss the second Mercy Corps case in your case book. Use your readings as the lens for analyzing Mercy Corp’s situation in the Middle East. Questions will be handed out on Tuesday.

Tuesday October 28	Thursday October 30
<u>Theoretical Framework: Ann Marie</u> Text: 1. Fowler, A. 2003. Options, Strategies, and Trade-offs in Resource Mobilization in <i>The Earthscan Reader on NGO Management</i> , Ch. 25, pp. 366 – 388.	<u>Class Discussion / Application:</u> E-Reserves: 1. Hellinger, D. 1987. “NGOs and the Large Aid Donors: Changing the Terms of Engagement,” <i>World Development</i> 15 (supplement): pp. 135 – 143.

Tuesday October 28	Thursday October 30
Text: 2. Kaplan, A. 2003. Leadership and Management in <i>The Earthscan Reader on NGO Management</i> , Ch. 29 , pp. 423 – 440. 3. Fowler, A. 2003. Human Resource Management in <i>The Earthscan Reader on NGO Management</i> , Ch. 30 , pp. 441 – 456.	Casebook: 3. Bartlett, C.A. and D. Curran. 2003. <i>Mercy Corps: Global Social Entrepreneurship (A)</i> Harvard Business School.

WEEK 10: Performance and Accountability

Preparation for Week 10 Discussion:

Tuesday: I will provide a theoretical framework for understanding performance and accountability issues facing NGOs today. **Thursday:** Come prepared to discuss Giving Back to Africa's (GBA) dilemma regarding how to measure performance. Using the readings for this week (including the examples of different kinds of measurement tools identified in your various readings), analyze how GBA should go about demonstrating accountability to its multiple stakeholders.

Tuesday Nov 4	Thursday Nov 6
<u>Theoretical Framework: Ann Marie</u> Text: 1. Edwards, M. and D. Hulme. 2003. NGO Performance and Accountability: Introduction and Overview in <i>The Earthscan Reader on NGO Management</i> , Ch. 11 , pp. 187 – 203. 2. Fowler, A. 2003. Assessing NGO Performance: Difficulties, Dilemmas, and a Way Ahead in <i>The Earthscan Reader on NGO Management</i> , Ch. 18 , pp. 293 – 307. E-Reserves: 3. Ebrahim, A. (2003) "Accountability in Practice: Mechanisms for NGOs," <i>World Development</i> 21 (5) May 2003: pp. 813 – 829	<u>Class Discussion / Application:</u> E-Reserves: 1. Jackson, T. <i>How should Impact Be Assessed Cross-Culturally?</i> INTRAC. PraxisNote4. 2. The World Bank. 2004. <i>Monitoring and Evaluation</i> . Washington D.C.: The International Bank for Reconstruction and Development / The WB. 3. GBA. 2007. <i>Strategic Plan</i> . To be handed out in class

WEEK 11: Organizational Capacity: Scaling Up and Sustainability

Preparation for Week11 Discussion:

Tuesday: I will provide a theoretical framework for understanding the concepts of scaling up and sustainability, the latter being one of the least understood and complex aspects of NGO management. **Thursday:** Come prepared to discuss the case study of Intermon Oxfam. Questions will be handed out on Tuesday to guide your reading and our discussion.

Tuesday Nov. 11	Thursday Nov 13
<u>Theoretical Framework: Ann Marie</u> Text:	<u>Class Discussion / Application:</u> E-Reserve:

<p>1. Avina, J. 2003. The Evolutionary Life-Cycles of Non-governmental Development Organizations in <i>The Earthscan Reader on NGO Management</i>, Ch. 8, pp. 123 – 145.</p> <p>2. Edwards, M. and D. Hulme. 2003. Making a Difference: Scaling-up the Developmental Impact of NGOs—Concepts and Experiences in <i>The Earthscan Reader on NGO Management</i>, London: Earthscan Publications, Ch. 4 pp. 53 – 73.</p>	<p>1. Brinkerhoff, D. and Goldsmith, A. (1992) “Promoting the Sustainability of Development Institutions: A Framework for Strategy,” <i>World Development</i> 20 (3): pp. 369 – 383.</p> <p>Casebook:</p> <p>2. Vernis, A. and A. Saz. 2006. Intermon Oxfam: The Conflict Between Efficiency and Values. Harvard Business School.</p>
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MODULE SIX: NGO MANAGEMENT IN THE 21ST CENTURY (Week 12)

WEEK 12: NGO Management and Ethical Issues of the 21st Century

Preparation for Week12 Discussion:

Tuesday: We will wrestle with the principal ethical dilemmas facing the staff and Directors of NGOs.

Thursday: Free day to catch up and apply yourselves towards your final projects.

Tuesday Nov 18	Thursday Nov 20
<p style="text-align: center;"><u>Theoretical Framework / Class Discussion</u></p> <p>Text:</p> <p>1. Edwards, M. and G. Sen. 2003. NGOs, Social Change and the Transformation of Human Relationships: A 21st Century Agenda in <i>The Earthscan Reader on NGO Management</i>, Ch. 3 pp. 38 – 49.</p> <p>E-Reserves:</p> <p>2. Rondos, A. 1996. Compromising to Achieve: Choices in International Charity in J.B. Schnewind (ed) <i>Giving: Western Ideas of Philanthropy</i>. Bloomington, IN: IU Press, pp. 199 – 210.</p> <p>3. Goulet, D. 1995. <i>Development Ethics: A Guide to Theory and Practice</i>. Ch. 2: Nature and Methods, pp. 11 – 27; Ch. 4: Goals of Development, pp. 37 – 49; Ch. 5: Strategic Principles, pp. 53 – 62; Ch. 7, pp. 85 - 88.</p>	<p style="text-align: center;"><u>Free Day</u></p> <p>This is to allow you to work on your final presentations and project papers.</p>

Graded Assignment # 3 (10 points): Take the time to read through and reflect upon **all** of the readings above. Each of these authors approaches ethical issues from a somewhat different perspective. Imagine yourself to be the manager of the NGO you have chosen for your group project, apply the readings to help you analyze the ethical dilemmas faced by your NGO. Drawing on the authors’ perspectives, what advice can you glean to help you address the inevitable ethical dilemmas you will face. No more than 5 pages. **Due Friday Nov 21st, 5pm**

GROUP PRESENTATIONS (Weeks 13 – 15)

Groups will sign up for in-class presentations

WEEK 13: Final Projects

Tuesday Nov 25	Thursday Nov 27
Final Group Presentations (5 points) Group 1: Group 2:	Happy Thanksgiving: See you all Mon Dec. 2 nd

WEEK 14: Final Projects

Tuesday Dec 2	Thursday Dec 4
Final Group Presentations (5 points) Group 3: Group 4:	Final Group Presentations (5 points) Group 5: Group 6:

WEEK 15: Final Projects

Preparation for Week15 Discussion:

Tuesday: Complete group presentations. **Thursday:** Begin writing assignment # 4 and come prepared to discuss your comparative analysis as described below.

Tuesday December 9	Thursday December 11
Final Group Presentations (5 points) Group 7: Group 8:	Comparative Analysis of NGO Management in Different Regions of the World

Graded Assignment # 4 (14 points): Using the lessons learned from your project, choose one other region of the world that we have studied through your colleagues' class projects. From among the many management concerns we have examined this semester (e.g. managing relationships, partnerships, culture, structure, resources, multiple accountabilities, measuring performance, participation, evaluation, scaling up, ethics, and creating a learning environment while still getting things done), choose one concern (e.g. resources) and compare and contrast how the NGO managers in these two very different regions of the world strike the right balance between internal and external affairs. Do you see any common patterns across these 2 different regions of the world in the way NGO managers meet their internal management challenges and external environments? If so, how might these common patterns inform our understanding of NGO management? If not, what does the lack of any particular pattern say about NGO management? No more than 8 pages. **Due Friday Dec 12th, 5pm.**

FINALS WEEK:

Tuesday: In place of an in-class final, instead we will meet one last time to wrap up our course, have a cup of coffee, and wish each other well.

Tuesday December 16	Thursday December 18
<u>Putting it all Together: Ann Marie</u>	Final Group Paper Due no later than 5pm

APPENDIX

Table 1: Graded Individual Assignments

Assignment	Week	Due Date	Points
Assignment # 1: After listening to your colleagues' debate and completing the reading for this week, write a <u>one page</u> "minute" paper in response to this debate by articulating <u>where</u> YOU stand on the debate and <u>why</u> .	3	Friday Sept 19 th 5pm	5
Assignment #2: Write a brief <u>5 page</u> case study of your NGO using the following guidelines: (1) Identify its mission, governance structure, and how it gets things done—achieves its mission. (2) Draw a picture of what your NGO looks like. (3) Could you identify where your NGO is going in the next five years from what you know about this NGO so far? Why? Why not? (4) Using your readings , what recommendations would you offer this NGO to improve its internal organizational environment.	8	Friday Oct 24 th 5pm	6
Assignment #3: Take the time to read through and reflect upon all of the readings assigned this week. Each of these authors approaches ethical issues from a somewhat different perspective. Imagine yourself to be the manager of the NGO you have chosen for your group project, apply the readings to help you analyze the ethical dilemmas faced by your NGO. Drawing on the authors' perspectives, what advice can you glean to help you address the inevitable ethical dilemmas you will face. <u>No more than 5 pages</u> .	12	Friday Nov 21 st 5pm	10
Assignment #4: Using the lessons learned from <u>your project</u> , choose <u>one other</u> region of the world that we have studied through your colleagues' class projects. From among the many management concerns we have examined this semester (e.g. managing relationships, partnerships, culture, structure, resources, multiple accountabilities, measuring performance, participation, evaluation, scaling up, ethics, and creating a learning environment while still getting things done), choose <u>one</u> concern (e.g. resources) and compare and contrast how the NGO managers in these two very different regions of the world strike the right balance between internal and external affairs. Do you see any common patterns across these 2 different regions of the world in the way NGOs meet their internal management challenges and external environments? If so, how might these common patterns inform our understanding of NGO management? If not, what does the lack of any particular pattern say about NGO management? <u>No more than 8 pages</u> .	15	Friday Dec 12 th 5pm	14

Final Project / Paper

Identify an issue or problem relevant to your particular region of the world and how best to address this issue through an NGO of your choice. The final analysis will include the following 3 components:

I. Description of the issue / problem

- Discussion of root causes of the issue or problem and the human and environmental implications of ignoring the issue

II. Addressing the issue or problem

- Identification of vision and mission statements for this NGO
- Discussion of how this NGO addresses the issue or problem (e.g. programs, strategic plan, various approaches it has taken in the past and / or that it takes)
- Analysis of its (1) external, (2) operating (including partners or potential partners), and (3) internal management environments
- Analysis of the dynamics between its internal management needs and its external and operating environments
- Identification of the key management challenges faced by this NGO including partnership challenges if relevant
- Reflection on why these challenges exist in terms of the three different environments in which it operates
- Discussion of strategies for addressing these management challenges

III. Conclusion: Lessons Learned

Drawing on 3 key topics addressed in this course (e.g. managing relationships, partnerships, culture, structure, resources, multiple accountabilities, measuring performance, participation, evaluation, scaling up, ethics, and creating a learning environment while still getting things done), summarize lessons learned that will inform other NGO managers in the field

Breakdown of Project	Points
In-class Presentations (External Environment: 5 points / Overall Pres: 5 points)	10
Final Paper Section I: Description of Issue or Problem	10
Final Paper Section II: Addressing the Issue or Problem	20
Final Paper Section III: Lessons Learned	10
TOTAL:	50