



## Center for Nonprofit and Public Leadership Course Audit (2009)

### **MBA 292A Strategic Management of Nonprofit Organizations (2 units)**

*Offered:* Fall semester

*Instructors:* Nora Silver and Jane Wei-Skillern

*Course Format:* 2 hours of lecture per week

*Students who should take this class:* Those who want to found, lead and govern organizations in the nonprofit sector.

*Core skills:* Basic frameworks and concepts of strategic management for nonprofit organizations.

*Description:* This course introduces students to strategic leadership issues in the nonprofit sector. The course covers key issues in founding, leading, managing, and governing nonprofit organizations and new nonprofit ventures. Major topics include: mission and theory of change, governance and accountability, strategy and strategic planning, nonprofit financial management, resource development, alliances and networks, capacity building, impact and leadership.

*Basis for final grade:* Final group project (40%), individual written assignment (25%), class participation (35%)

### **MBA 292N-1 Social Sector Solutions (S3) (3 units)**

*Offered:* Spring semester; Application required (due in October)

*Instructors:* Nora Silver and Paul Jansen

*Course Format:* Semester-long group consulting project with nonprofit client; 3 hours of lecture and consulting team meetings per week; two off-site events at McKinsey & Company offices. All students are expected to meet regularly with their teams and to commit 8-12 hours/week on average to the project (class time included).

*Students who should take this class:* Those interested in consulting careers; those interested in learning more about the social sector; those wanting a social sector experiential learning opportunity.

*Core skills:* Management consulting for nonprofit organizations; Project management; Experience applying social sector frameworks and concepts to real life client projects.

*Description:* The purpose of this course is to provide students with academic frameworks and practical hands-on experience in management consulting and consulting with nonprofit organizations. The course focuses on consultation teams working with select nonprofit clients to succeed in entrepreneurial ventures. A partnership with a professional management consulting firm, McKinsey & Company, the course involves Paul Jansen, McKinsey & Company Director of the Global Philanthropy Practice co-teaching the class, and experienced McKinsey consultants coaching each of the student teams.

*Basis for final grade:* Group project deliverables: Participation (20%), Scoping letter and workplan (10%), Storyline (10%), Midterm progress review (30%), Final presentation (30%)

### **MBA 292N-2 Social Entrepreneurship (2 units)**

*Offered:* Spring Semester

*Instructors:* Jane Wei-Skillern

*Course Format:* one 2-hour meeting per week

*Students who should take this class:* Students interested in exploring social impact; students interested in launching a new social enterprise or innovating/leading change within an existing social enterprise.

*Core skills:* Innovation, strategy, and leadership for social impact.

*Description:* This course explores how to utilize social entrepreneurship to generate social impact efficiently, effectively, and sustainably through two primary means: 1) organizational level growth and innovation and 2) catalyzing networks, requiring the mobilization of a vast array of actors and resources across organization and sector boundaries, and having the potential to generate rapid and sustained social impact. Case topics include social entrepreneurship in climate change/energy, microfinance, health, and international development.

*Basis for final grade:* Participation (60%), class project/paper (40%)



## Center for Nonprofit and Public Leadership Course Audit (2009)

### **EW/MBA 292B Nonprofit Boards: Governance and Leadership in Nonprofit Organizations (1 unit)**

*Offered:* Fall semester

*Instructor:* Lynne LaMarca Heinrich

*Course Format:* Two full-day sessions (weekend days)

*Students who should take this class:* Future business leaders and those interested in becoming nonprofit leaders, board members and/or community leaders.

*Core skills:* Nonprofit governance.

*Description:* This course examines the roles and responsibilities of members of nonprofit boards of directors. Generally, boards establish strategic direction, raise money, and exercise financial oversight. Students will identify and develop the leadership and management skills necessary to be an effective board member. Using board assessment instruments and self-assessment activities, the class will seek to determine "fit" between different types of boards and class participants.

*Basis for final grade:* Two case write-ups (60%), class participation (40%)

### **EW/MBA292F Financial Management of Nonprofit Organizations (1 unit)**

*Offered:* Spring semester

*Instructor:* Tom Courtney

*Course Format:* Two full-day sessions (weekend days)

*Students who should take this class:* Those interested in becoming nonprofit leaders, board members and/or future philanthropists.

*Core skills:* Nonprofit financial analysis, planning and budgeting.

*Description:* In order to be an effective leader in the nonprofit field, one must have a solid grounding in financial management. This course is designed to develop the core financial management skills needed by board members and senior managers in large and small organizations. Students will learn the tools and techniques for effective planning and budgeting as well as how to control, evaluate and revise plans. The course will address current regulations and issues that impact nonprofit financial management. The use and development of internal and external financial reports will be studied with an emphasis on using financial information in decision-making. Tools and techniques of financial statement analysis, interpretation and presentation will be discussed and practiced.

*Basis for final grade:* Final exam or project (70%), class participation (30%)

### **MBA 294 Leadership in Education Speaker Series (1 unit)**

*Offered:* Fall A or Fall B

*Instructors:* Organized by the Haas Education Leadership Club; Nora Silver (faculty advisor)

*Course Format:* 7-week course; one 2-hour meeting per week

*Students who should take this class:* Those interested in making a positive impact on public and private education by developing innovative solutions for today's education challenges; those interested in becoming strong leaders for tomorrow's education reforms

*Core skills:* Educational leadership

*Description:* Leaders in the education sector come to Haas to share their perspectives on the key issues in education, innovative solutions and ways for talented individuals outside of education to get involved. For more information, see: <http://groups.haas.berkeley.edu/education/index.htm>

*Basis for final grade:* Participation