



## SYLLABUS

### **Management of International Nongovernmental Organizations**

**Instructor Name: Dyana Mason**

**Contact Hrs: 40**

**UO Quarter Credits: 4**

**Language of Instruction: English**

**Chiang Mai and Bangkok, Thailand and Siem Reap and Phnom Penh, Cambodia**

**Dates June 18-July 10**

### **COURSE DESCRIPTION**

This course provides the theoretical and practical implications of the international nongovernment organization (INGO) sector. This course will consist of coursework evaluating the role and activities of NGOs in supporting economic development, environmental protection, and human services. The course will take place in Thailand and Cambodia in the summer of 2020.

### **COURSE OBJECTIVES**

Instructional Goals.

- The course will provide a cultural immersion experience in Thailand and Cambodia.
- Be conversant in the issues facing international development through the perspective of nongovernmental organizations.
- Provide both traditional and critical perspectives of NGOs.

Student Outcomes. Students who successfully complete this course will:

- Understand and evaluate the primary theories of NGOs abroad.
- Understand the role of NGOs in the economy, in advocacy and in policy.
- Evaluate the ways that NGOs carry about their work, from fundraising to their day-to-day operations.
- Understand the trends, challenges and opportunities facing international NGOs.

### **INSTRUCTIONAL METHODOLOGY**

This course will make use of a wide range of instructional materials and opportunities, from readings (see below) to organizational analysis via secondary research (websites, news articles), to site visits and in-country discussions and presentations.

## METHOD OF EVALUATION (GRADING)

The course grade will be based on the following components:

### For Undergraduate Students:

- Participation in lectures and discussions (30%)
- Reading reflections (due weekly) (30%)
- Final journal (40%)

### For Graduate Students:

- Participation in lectures and discussions (30%)
- Reading reflections (due weekly) (30%)
- Final analytical literature review (40%)

## Grade Distribution

<b>A</b>	<b>94-100%</b>
<b>A-</b>	<b>90-93.99%</b>
<b>B+</b>	<b>86-89.99%</b>
<b>B</b>	<b>84-85.99%</b>
<b>B-</b>	<b>80-83.99%</b>
<b>C+</b>	<b>76-79.99%</b>
<b>C</b>	<b>74-75.99%</b>
<b>C-</b>	<b>70-73.99%</b>
<b>D+</b>	<b>66-69.99%</b>
<b>D</b>	<b>64-65.99%</b>
<b>D-</b>	<b>60-63.99%</b>
<b>F</b>	<b>Under 60%</b>

## Graded Elements and Description

### 1. Class Participation

Participating in all class activities and visits during the program will comprise 30% of your grade. Included in this assessment will be:

- Being on time for all class meeting times
- Dressed appropriately (including in business-casual attire for site visits) for all visits and activities unless otherwise noted on itinerary.
- Completing readings and website review before our visits with groups and asking meaningful questions of our hosts.
- Attending, preparing for and participating, in class debriefs.

Business-casual attire during the summer in SE Asia may comprise of light/khaki pants and blouse/polo shirt, medium-length or longer summer dress (with a shoulder covering of some sort). Dress sandals are ok. Some temple complexes also have dress codes (no shorts or short skirts or short-shorts, no bare shoulders for both men and women, no flip flops), so make sure you pack appropriately for a variety of needs. You can review some of those rules [here](#). Remember, you

are representing your university community to an international audience, so take that into consideration as well.

## 2. Reading Reflections

There will be three 2-3 page reflections on the readings during our program, including one due the night of arrival. Each is worth 10% of your final grade.

## 3. Final Project

- **Undergraduates: Final Project/Journal/Video**

Your final project or journal will be due August 15. This project can take a variety of forms, from a journal or video that integrates your experiences with the course materials and class discussions. If a typed journal, you may include pictures, clips, links to websites or external videos. This will be uploaded to Canvas or send me a link to a google file if it's too big to upload. Show me what you are working on at the end of week 4.

You may want to consider the following questions in preparing your final project: What were the big surprises of the program? How did these differ from expectations? How did you perceive the needs to be of the peoples of Thailand and Cambodia? What are the challenges and opportunities facing NGOs working abroad? What are the ethical considerations to managing an NGO? What is your biggest management takeaway?

Minimum length is a 15 pages double-spaced (not including pictures, so organize accordingly), or a 10 minute edited video with narration (if you think about it, this is about ½ page of journaling per day). Other media forms should be cleared with the instructor in advance, but can include collages or other visual art, extended blog posts, poetry or music.

I strongly encourage you to journal regularly so you can document and explore your ideas, experiences and observations throughout the program. Some of your journaling can end up in your weekly reflections on the readings, but don't copy and paste your reflections into your final journal. The weekly reflections are primarily on the readings. Your final project is about you and your experience.

- **Graduate Students: Literature Review/Critical Essay on a Topic of Your Choice**

You will write a 10-15 page literature review or critical essay (due August 15) on a topic of your choice that relates to the course material, or questions of interest that came up during the program.

An outline with at least half your expected citations is due at the end of week 4

This paper should be double-spaced, 1 inch margins and 12 point font. Your research should include at least 10 external citations. External citations include peer-reviewed articles, books, newspaper or magazine articles or blog posts, but at least half of your citations should be peer-reviewed journals or books. Citations should be included using the (author, date) format in APA style.

Potential topics could be: Recent research on opportunities and obstacles in NGO management, "North-South" tensions in international aid and development, diversity in international NGOs, volunteer tourism ("voluntourism"), international volunteering or charitable giving, women's empowerment and NGOs, the work of NGOs in a particular region (i.e. Thailand), transnational advocacy and NGOs, a critical review of the role of NGOs, etc. Talk to the instructor for more guidance on a topic if you have questions.

Sections of your paper should include:

- I. Introduction, including your research question(s)
- II. Literature review section
- III. Additional research questions (what hasn't yet been answered? What are the gaps in the literature? How might scholars go about answering them?)
- IV. Conclusion
- V. References (not included in page limit)
- VI. Appendices (not included in page limit)

## COURSE OUTLINE

Topic	Readings	Deliverables
<b>Zero Week</b>	<ul style="list-style-type: none"> <li>• Lewis, chapter 1-4</li> <li>• Read: "Diversifying NGO Leadership" by Donna Bryson,(2013)</li> <li>• Watch: "An African's Message for America" (<a href="#">short video</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• Reading Reflection Due night before we meet in Bangkok, 11:59 (uploaded to Canvas or emailed) (can be done in advance, or on plane over – email if can't be uploaded).</li> </ul>
<b>Week 1 – Chiang Mai</b> <b>Overview of NGO roles and perspectives</b>	<ul style="list-style-type: none"> <li>• Lewis Chapter 5-6</li> <li>• Manji and O'Coill. The missionary position: NGOs and development in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Reflection due Sunday at midnight</li> </ul>
<b>Week 2 – Bangkok</b> <b>Theories of organizations and organization culture</b>	<ul style="list-style-type: none"> <li>• Lewis Chapter 7-8</li> </ul>	<ul style="list-style-type: none"> <li>• Reflection due Sunday at midnight</li> </ul>
<b>Week 3 – Siem Reap</b> <b>Service delivery, advocacy and innovation</b>	<ul style="list-style-type: none"> <li>• Lewis Chapter 9-10</li> <li>• Mercer, C. NGOs, civil society and democratization: a critical review of the literature.</li> </ul>	
<b>Week 4: Phnom Penh</b> <b>Inside organizations, and future trends in NGO management</b>	<ul style="list-style-type: none"> <li>• Lewis Chapter 11-12</li> <li>• Lindenberg, M. Are we at the cutting edge or the blunt edge?: Improving NGO organizational performance with private and public sector strategic management frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Draft project due end of week 4 (undergrads)</li> <li>• Outline literature review due end of week 4(graduate students)</li> <li>• Final journal including pictures, other media, etc. AND Literature review due for graduates August 15.</li> </ul>

**Standard citation needs to include: APA**

## **BIBLIOGRAPHY**

Bryson, Donna. (2013). "Diversifying NGO Leadership." *Stanford Social Innovation Review*.

Herman, Cassandra. (2015). "An African's Message for America", *New York Times Op-Docs*, January 5. Accessed at: <http://www.nytimes.com/video/opinion/100000003431559/an-africans-message-for-america.html>

Lewis, David. (2014). *Non-Governmental Organizations, Management and Development 3rd Edition*. New York: Routledge.

Lindenberg, M. (2001). Are we at the cutting edge or the blunt edge?: Improving NGO organizational performance with private and public sector strategic management frameworks. *Nonprofit Management and Leadership*, 11(3), 247-270.

Manji, F., & O'coill, C. (2002). The missionary position: NGOs and development in Africa. *International Affairs*, 78(3), 567-583.

Mercer, C. (2002). NGOs, civil society and democratization: a critical review of the literature. *Progress in development studies*, 2(1), 5-22.