



SYLLABUS

Management of International Nongovernmental Organizations

Instructor Name: Dyana Mason

Contact Hrs: 45

UO Quarter Credits: 4

Language of Instruction: English

London, United Kingdom

April 1 – June 7, 2024

COURSE DESCRIPTION

This course provides the theoretical and practical implications of the international nongovernment organization (INGO) sector. INGOs are major players in international economic development, human rights, environmental protection and climate change mitigation. We will trace the development and role of INGOs, and evaluate their opportunities and obstacles from management, governance and ethical perspectives.

COURSE OBJECTIVES

Instructional Goals.

- 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, discussions and presentations.

METHOD OF EVALUATION (GRADING)

The course grade will be based on the following components:

For Undergraduate Students:

- Participation in lectures, discussions, site visits (20%)
- Reading reflections (due weekly) (30%)
- Book Report (10%)
- NGO Case Study (40%)
 - Case Study Topic (5%)
 - Draft Report (5%)
 - In class presentation (10%)
 - Final paper (20%)

Grade Distribution

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

Graded Elements and Description

1. Class Participation

Participating in all class activities and visits during the program will comprise 20% 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.

Business-casual attire for visits may consist 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. 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 3% of your final grade, for 30% total

3. NGO Case Study (40%)

During the course, students will develop a case study of one INGO or group of NGOs doing work outside of the United States (or an organization based in the U.S. doing work globally). You will select one current or historical international case (in the news) deserving attention of one or more international organizations and analyze the issue and its importance for community development, engagement and empowerment, explain and critically analyze the response, and offer suggestions for future responses to similar cases. Books, news articles, and articles in academic journals should be drawn from in your paper. The case study should be 7-10 pages, double spaced. More detailed instructions will be provided on Canvas, but should generally include:

- Introduction on the political and social context (what is happening, why is it happening, and where 1-2 pages)
- Who is involved in the response – which organization(s) are responding? What is their role, as far as you can tell?
- What are the governance, management and ethical concerns present in the case?
- If this is a historical case (not something currently happening) what lessons were or should have been learned?
- If this is a current event, what are your 3-5 recommendations to avoid common pitfalls hampering INGO success? What should leaders be thinking about?

You will also present an overview of your case, findings and recommendations the last week of class. The presentation should be 10 minutes and cover the points above.

COURSE OUTLINE

	Readings	Deliverables
Week 1 June 20 & 22 Course Intro Introduction to the sector	<ul style="list-style-type: none">• Lewis, Chapter 1 Lewis, David. (2014). <i>Non-Governmental Organizations, Management and Development 3rd Edition</i>. New York: Routledge.• Listen: (30 minutes) “What to do about White Saviorism”. https://nonprofitquarterly.org/what-can-we-do-about-the-white-savior-complex/• Review the Transparency International (www.transparency.org) and the Economist’s Intelligence Unit (http://www.eiu.com/) pages for 1-2 countries you are personally interested in. Make sure you at least review the individual tabs including “Summary”, “Politics” and “Economy”.	<ul style="list-style-type: none">• Reflection #1

Week 2 – June 27 & 29 Overall review of NGOs	<ul style="list-style-type: none"> • Lewis, Chapter 2-3 • Case: A Better Community (ABC): Developing the NGO Infrastructure in China • Undergrads: Start reading your book for book report 	<ul style="list-style-type: none"> • Reflection 2
Week 3 – Ethics & Accountability of NGOs.	<ul style="list-style-type: none"> • Lewis Chapter 7-8 • Manji and O’Coill. The missionary position: NGOs and development in Africa. • Listen: Podcast –“Organizational ethics, integrity, power and governance: Alex Cole-Hamilton” (2021) on <i>NGO Soul & Strategy</i>: https://podtail.com/en/podcast/ngo-soul-strategy/024-organizational-ethics-integrity-power-and-gove/ • Review InterAction’s values and ethical standards for NGOs https://www.interaction.org/documents/interaction-ngo-standards/ 	<ul style="list-style-type: none"> • Reflection 3
Week 4 – July 11 & 13 NGOs & Dev.	<ul style="list-style-type: none"> • Lewis Chapter 5 • Case: CARE Mission in Thailand 	<ul style="list-style-type: none"> • Reflection 4 • Case Study Topic
Week 5 – July 18 & 20 NGOs & Dev. II	<ul style="list-style-type: none"> • Lewis 6 • Case: Patricia Garcia-Rios and Jacqueline Bhabha (2016) A Different Approach to Child Labor: Ecuador’s Working Boys’ Center (https://www.hksslate.info/wp/childlabor/3-the-childrens-perspective/) 	<ul style="list-style-type: none"> • Reflection 5
Week 6 – July 25 & 27 NGOs and Civil Society	<ul style="list-style-type: none"> • Waits, Alan (2000). “Let’s get civil society straight: NGOs, the state, and political theory” from <i>Development, NGOs and Civil Society</i>, Jenny Pearce, ed. Oxfam, GB. • Case: Lundberg and Letts (1997) Role of NGOs in Civil Society: South Africa & the Draft Bill Tempest. 	<ul style="list-style-type: none"> • Reflection 6

<p>Week 7 August 1 & 3 INGOs, and Advocacy</p>	<ul style="list-style-type: none"> • Lewis Chapter 9 • Stroup, S. S., & Murdie, A. (2012). There's no place like home: Explaining international NGO advocacy. <i>The Review of International Organizations</i>, 7, 425-448. 	<ul style="list-style-type: none"> • Reflection 7 • Book Report
<p>Week 8 Transnational Advocacy</p>	<ul style="list-style-type: none"> • Keck, M. E., & Sikkink, K. (1999). Transnational advocacy networks in international and regional politics. <i>International social science journal</i>, 51(159), 89-101. • CASE: Satturnino M. Borrás, JR (2008)“La Vía Campesina and its Global Campaign for Agrarian Reform”. https://www.tni.org/files/200805151812458496.pdf 	<ul style="list-style-type: none"> • Reflection 8 • Draft Report Due
<p>Week 9</p>	<ul style="list-style-type: none"> • Class Presentations 	<ul style="list-style-type: none"> • Reflection 9 • Turn in slide deck
<p>Week 8 Wrap Up</p>	<ul style="list-style-type: none"> • Bloodgood, et al (2019) “The Future of Transnational NGO Advocacy”, <i>Stanford Social Innovation Review</i>, May 20. • Willig et al (2022) NGO LEADERS ON CURRENT & FUTURE CHANGE, InterAction 	<ul style="list-style-type: none"> • Final Report