

## Term Information

Effective Term Autumn 2015

## General Information

Course Bulletin Listing/Subject Area International Studies  
Fiscal Unit/Academic Org UG International Studies Prog - D0709  
College/Academic Group Arts and Sciences  
Level/Career Undergraduate  
Course Number/Catalog 4805  
Course Title Applied Nonviolence II: Experiment  
Transcript Abbreviation AppNonviolenceII  
Course Description This course applies the knowledge acquired from Applied Nonviolence I and is intended to develop and test the skills necessary to becoming a professional nonviolent activist.  
Semester Credit Hours/Units Fixed: 3

## Offering Information

Length Of Course 14 Week, 4 Week (May Session), 12 Week (May + Summer)  
Flexibly Scheduled Course Never  
Does any section of this course have a distance education component? No  
Grading Basis Letter Grade  
Repeatable No  
Course Components Lecture  
Grade Roster Component Lecture  
Credit Available by Exam No  
Admission Condition Course No  
Off Campus Never  
Campus of Offering Columbus

## Prerequisites and Exclusions

Prerequisites/Corequisites Prereq: 4804  
Exclusions

## Cross-Listings

Cross-Listings

## Subject/CIP Code

Subject/CIP Code 45.0901  
Subsidy Level Baccalaureate Course  
Intended Rank Sophomore, Junior, Senior

## Requirement/Elective Designation

The course is an elective (for this or other units) or is a service course for other units

## Course Details

### Course goals or learning objectives/outcomes

- Test and refine the skills and knowledge acquired in IntStds 4804: Applied Nonviolence I and other peace studies courses
- Provide a sound grounding in the real-time planning and execution of nonviolent action
- Further develop the professional skills of an effective nonviolent activist
- Introduce students to the planning and execution of a mediu-term, nonviolent project

### Content Topic List

- Application of nonviolent methodologies
- Project design, implementation and analysis
- Risk management
- Cultural and political analysis
- Financial and legal governance

## Attachments

- AppliedNonviolence\_Syllabus.docx

*(Syllabus. Owner: Mughan, Anthony)*

## Comments

## Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Mughan, Anthony	08/12/2014 02:01 PM	Submitted for Approval
Approved	Mughan, Anthony	08/12/2014 02:02 PM	Unit Approval
Approved	Haddad, Deborah Moore	08/12/2014 02:53 PM	College Approval
Pending Approval	Hogle, Danielle Nicole Jenkins, Mary Ellen Bigler Hanlin, Deborah Kay Vankeerbergen, Bernadette Chantal Nolen, Dawn	08/12/2014 02:53 PM	ASCCAO Approval

# Applied Nonviolence II: Experiment

International Studies 4805

Instructor: John Carlarne, DPhil

## Aim

This course applies the knowledge acquired during Applied Nonviolence I. It is intended to develop and test the skills necessary to becoming a professional nonviolent activist. It is for these reasons that this course is open only to students who have successfully completed Nonviolence I.

## Learning Goals

The course is designed to: 1) test and refine the skills and knowledge covered in Applied Nonviolence I and other peace studies courses; 2) provide a sound grounding in the real time planning and execution of nonviolent action; 3) further develop the professional skills of an effective nonviolent activist; 4) practice students in the planning and execution of a medium-term project.

## Overview

The course is built around an exercise that will have three distinct phases: 1) Preparation; 2) Planning; 3) Execution.

### Phase One: Preparation - 4 Weeks

The first phase will take place following the induction and assessment class and will be devoted to preparation. Working as a class you will select a project and then set up an organization to execute the project. Among other things, the class will devise a mandate, mission statement, principles list, organizational structure, decision making system, etc.

### Phase Two: Planning - 4 Weeks

During this phase you will prepare to execute the project. You will develop a workable plan to achieve the project objectives within the limits set by the mandate, mission statement and organizational principles. You will address everything from fundraising to security. Again, teamwork and participation are the hallmarks of this phase, and are essential components of your final grade. You will conclude this phase by conducting a project exploration.

### Phase Three: Execution - 8 Weeks

During this phase you will execute your plan in real time against a potentially hostile opposition. The exercise will continue for 24/7. You will conclude this phase by producing an after action report.

## Readings

You are required to have the following course textbook from Applied Nonviolence I. Please familiarize yourself with the contents of this book prior to the beginning of class – we will begin with a written test on this text. Therefore, I suggest that you go over your notes, etc.:

Herman, R. D., and Associates. 2005/20120. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco: Jossey-Bass (2nd or 3rd Edition).

You are strongly advised to buy and use this reference work:

Gene Sharp. 2011. *Sharp's Dictionary of Power and Struggle: Language of Civil Resistance in Conflicts*. New York: Oxford University Press.

There is a fairly extensive bibliography at the end of this syllabus. It is your responsibility to refer to these and other readings as the course progresses. In order to perform well in this class you will need to become familiar with many of these texts. In addition, I have a large collection of nonviolence manuals and strategy documents dating back to the 1940s. These will be made available to the class.

## Cell Phone Policy

The class will decide upon a cell phone policy on the first day of the semester.

## Disability Services

Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated, and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>

## Requirements and Grading

Volunteer Support Portfolio (50%)

After Action Report (25%)

Peer Assessment (15%)

Instructor Assessment (10%)

## Grading Scale

A	100-93%	C	76-73%
A-	92-90%	C-	72-70%
B+	89-87%	D+	69-67%
B	86-83%	D	66-60%
B-	82-80%	E	59% and below

C+ 79-77%

### Writing Guidelines

Please take advantage of campus resources. Written work should be free of mechanical errors and present clear and supported arguments.

Center for the Study and Teaching of Writing: <http://cstw.osu.edu/>

### Academic Misconduct

“It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct ([http://studentaffairs.osu.edu/info\\_for\\_students/csc.asp](http://studentaffairs.osu.edu/info_for_students/csc.asp)).”

### Attendance

Attendance will be taken for each class. Absences will be excused for (a) documented illnesses, (b) official representation of the university, (c) death of a close relative, and (d) religious holidays. Excuses for representation of the university must be obtained from the official supervising that activity or event. Students with two or more unexcused absences will lose 5% of their participation grade, and 5% for each absence thereafter.

### Late Submission of Work

All deadlines must be met. Late submission of work will result in the deduction of 5% from the assignment grade. Work submitted more than a week late will not be graded.

### Assistance and Guidance

I am happy to assist and advise you throughout this course. Please do not hesitate to contact me. Office hours are there to be used, so I suggest you come if you have any questions, or if you wish to discuss an issue or topic in greater detail. Always send me a text before coming over to ensure that I am in my office and not out getting photocopies, etc. Also, you are welcome when I am not having office hours – just text me to make sure that I am free.

## Course Schedule

### Phase One: Preparation

#### Week 1: Introduction and Induction Assessment

Herman, R. D., and Associates. 2005/20120. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco: Jossey-Bass (2nd or 3rd Edition).

Overview: 1) welcome and introduction; 2) induction assessment – examination covering Applied Nonviolence I; 3) outline of course and ground rules.

## **Week 2: Briefing and Petition**

2005. *Governance : Essential Information for Effective Trustees*. London: Plaza Publishing.

Overview: 1) detailed briefing on exercise – situation, execution by phases, goals and expectations; 2) petition by human rights activists seeking protective accompaniment.

## **Week 3: Principles, Mission and Mandate**

Anheier, H.K. & Centre for Civil Society (London School of Economics and Political Science). 2000. *Managing Non-Profit organisations : Towards a New approach*. London: Centre for Civil Society, London School of Economics and Political Science.

Overview: 1) agree decision process and organizational structure; 2) agree facilitator and rapporteur; 2) agree principles, mission and mandate.

## **Week 4: Structures for Functions**

Fishel, D. 2008. *The Book of the Board : Effective Governance for Bon-Profit Organisations*. Annandale, N.S.W.: Federation Press.

Overview: 1) agree key functional areas; 2) match organizational structure to functions – including project committee and project exploration committee; 3) allocate personnel to functional entities.

## **Phase Two: Planning**

### **Week 5: Project Exploration Committee**

Overview: 1) prepare project exploration committee (PEC) for deployment; 2) home country preparations – political support, finances, visas and insurance, etc.; 3) host country preparations – local community liaison, risk assessment, political assessment, extraction plans, medical emergency plans, government and police contacts, etc.; 4) develop assessment criteria.

### **Week 6: Fundraising, Political Support and Volunteer Recruitment**

Overview: 1) develop fundraising strategy; 2) develop recruitment strategy; 3) develop support network – politicians, media, civil society networks, etc.

### **Week 7: Project Amendments and Approval Processes**

Poister, T.H. 2003. *Measuring Performance in Public and Nonprofit Organizations*. San Francisco, Calif.: Jossey-Bass.

Overview: 1) analyse PEC report and debrief members; 2) assess results; 3) decide whether to proceed with full deployment; 4) amend plans and structures to meet project tasks; 5) develop evaluation and assessment process.

### **Week 8: Training and Preparation for Deployment**

Pynes, J. *Human Resources Management for Public and Nonprofit Organizations : A Strategic Approach* (Essential texts for nonprofit and public leadership and management).

Overview: 1) recruit selection; 2) finalize and deliver training program; 3) prepare for deployment – medical, wills, next of kin forms, life insurance; 4) scale field teams; 5) begin lessons learned and assessment process.

## **Phase Three: Execution**

### **Week 9: Deployment and Settling Down**

Stack, J.F. (ed.) 1981. *Ethnic Identities in a Transnational World*. Stanford University. Center for Social Innovation. 2003. Stanford social innovation review. Stanford, CA: Center for Social Innovation, Stanford Graduate School of Business.

Overview: 1) administrative measures; 2) meet contacts; 3) develop fieldwork and accompaniment plan.

### **Week 10: Beginning Work**

Weil, M., M. Reisch & M.L. Ohmer. 2013. *The Handbook of Community Practice*. Thousand Oaks, Calif. ; London: SAGE Publications.

Overview: 1) execute and modify accompaniment plan; 2) liaise with local officials; 3) refine risk assessment and political analysis.

### **Week 11: Project Coordination Meeting**

Turner, B.S. 2001. Cosmopolitan virtue: on religion in a global age. *European journal of social theory* **4**, 131-152.

Batliwala, S. 2002. Grassroots movements as transnational actors: implications for global civil society. *Voluntas* **13**, 393-409.

Overview: 1) address issues arising from accompaniment work.

### **Week 12: Project Coordination Meeting**

Blois, K.J. 1993. *Marketing and non-profit organizations*. Oxford: Oxford Centre for Management Studies.

Overview: 1) address issues arising from accompaniment work

### **Week 13: Project Coordination Meeting**

Courtney, R. 2002. *Strategic Management for Voluntary Nonprofit Organizations*. London: Routledge.

Overview: 1) address issues arising from accompaniment work

## **Week 14: Project Coordination Meeting and End of Exercise**

Cohen, D., R. De la Vega, G. Watson, Oxfam America. & Advocacy Institute (Washington D.C.). 2001. *Advocacy for Social Justice: A Global Action and Reflection Guide*. Bloomfield, Conn. Oxford: Kumarian Press ; Oxfam.

Overview: 1) address issues arising from accompaniment work

## **Week 15: Debriefing and After Action Reports**

Overview: 1) exercise debriefs; 2) discussion of after action reports; 3) all evaluation and support documents to be submitted.

### **Contact Details**

Office: 215b Mershon Center

E-mail: carlarne.2@osu.edu

Phone: 292-3165 (office; no voicemail available) or 254-315-1682 (cell – please **text** where possible)

Office Hours: Monday 10:00AM to 12:15PM, Wednesday 12:45PM to 3:00PM

### **Bibliography**

1987. The NonProfit times. Princeton, N.J.: Davis Information Group,.

2001. Governance : management for charities & the non-profit sector. London: TM&D Press.

2005. Governance : essential information for effective trustees. London: Plaza Publishing.

2012. *Toward a living revolution*. London: Peace news press.

Allaire, G. & M. Blanc. 2003. Local/global institutional systems of environmental public action. *Sociologia ruralis* **43**, 17-33.

Amster, R. & E. Ndura-Ouédraogo. *Exploring the power of nonviolence : peace, politics, and practice* (Syracuse studies on peace and conflict resolution).

Anheier, H.K. & Centre for Civil Society (London School of Economics and Political Science). 2000. *Managing non-profit organisations : towards a new approach*. London: Centre for Civil Society, London School of Economics and Political Science.

Anheier, H.K. & J. Kendall. 2001. *Third sector policy at the crossroads : an international nonprofit analysis*. London: Routledge.

Armengol, V.F. 1991. Ten Bases for a Culture of Peace. In *Peace Culture and Society - Transnational Research and Dialogue* (eds) E. Boulding, C. Brigagao & K. Clements. Boston: University Press of America.



- Arsenault, J. & National Alliance for Nonprofit Management. 1998. *Forging nonprofit alliances : a comprehensive guide to enhancing your mission through joint ventures and partnerships, management service organizations, parent corporations, mergers* (Jossey-Bass nonprofit & public management series. San Francisco: Jossey-Bass Publishers.
- Baluch, A.M. 2012. *Human resource management in nonprofit organizations* (Routledge studies in the management of voluntary and non-profit organizations. London: Routledge.
- Baran, G. 2001. Nonviolent communication: an important component in personal and nonviolent social change. *Peace Research Abstracts* **38**, 756-960.
- Batliwala, S. 2002. Grassroots movements as transnational actors: implications for global civil society. *Voluntas* **13**, 393-409.
- Batsleer, J., C. Cornforth, R. Paton & Open University. 1991. *Issues in voluntary and non-profit management : a reader*. Wokingham: Addison-Wesley in association with the Open University.
- Beck, U. 2004. Cosmopolitical Realism: On the Distinction between Cosmopolitanism in Philosophy and the Social Sciences. *Global Networks* **4**, 131-156.
- Behnken, B.D. 2011. *Fighting their own battles : Mexican Americans, African Americans, and the struggle for civil rights in Texas*. Chapel Hill: University of North Carolina Press.
- Birch, K. & V. Mykhnenko. 2010. *The rise and fall of neoliberalism : the collapse of an economic order?* London ; New York: Zed Books.
- Blickstein, S. & S. Hanson. 2001. Critical mass: forging a politics of sustainable mobility in the information age. *Transportation* **28**, 347-362.
- Blois, K.J. 1993. *Marketing and non-profit organizations*. Oxford: Oxford Centre for Management Studies.
- Borzaga, C. & J. Defourny. 2001. *The emergence of social enterprise*. London: Routledge.
- Brandsen, T., W.A. Trommel & B. Verschuere. *Manufacturing civil society : principles, practices and effects*.
- Brinckerhoff, P.C. 2000. *Social entrepreneurship : the art of mission-based venture development* (Wiley non-profit law, finance, and management series. New York ; Chichester: Wiley.
- . 2012. *Smart stewardship for nonprofits : making the right decision in good times and bad* (Wiley nonprofit authority. Hoboken, N.J.: John Wiley & Sons.
- Bryce, H.J. & Palgrave Connect (Online service). 2012. *Players in the public policy process nonprofits as social capital and agents*. Basingstoke,: Palgrave Macmillan,.

- Bryson, J.M. 1993. *Strategic planning for public service and non-profit organizations*. Oxford: Pergamon.
- . 1999. *Strategic management in public and voluntary services : a reader*. Amsterdam ; Oxford: Pergamon.
- Carnegie United Kingdom Trust. 2007. *Scenarios for civil society*. Dunfermline: Carnegie UK Trust.
- Cetina, K.K. & U. Bruegger. 2002. Global microstructures: the virtual societies of financial markets. *American journal of sociology* **107**, 905-950.
- Clark, H. 1984. *Preparing for nonviolent direct action*. Nottingham  
London: Peace News ;CND Publications.
- Cohen, D., R. De la Vega, G. Watson, Oxfam America. & Advocacy Institute (Washington D.C.). 2001. *Advocacy for social justice : a global action and reflection guide*. Bloomfield, Conn. Oxford: Kumarian Press ; Oxfam.
- Cornforth, C. 2003. *The governance of public and non-profit organizations : what do boards do?* London: Routledge.
- Courtney, R. 2002. *Strategic management for voluntary nonprofit organizations*. London: Routledge.
- Day, R.J.F. 2005. *Gramsci is dead : anarchist currents in the newest social movements*. London ; Ann Arbor, MI
- Delfgaauw, J. 2011. *Management practices : are not for profits different?* (Working paper / Centre for Market and Public Organisation, . Bristol: Centre for Market and Public Organisation, Bristol Institute of Public Affairs, University of Bristol.
- Drucker, P.F. 1990. *Managing the non-profit organization : practices and principles*. Oxford: Butterworth-Heinemann.
- Duca, D.J. 1996. *Nonprofit boards : roles, responsibilities, and performance* (Nonprofit law, finance, and management series. New York ; Chichester: Wiley.
- Dudley, S. 2002. Local identities and global flows of objects and images. *Oxford development studies* **30**, 165-176.
- Dudouet, V. *Civil resistance and conflict transformation : transitions from armed to nonviolent struggle* (Routledge studies in peace and conflict resolution.
- Dumas, L.J. 2011. *The peacekeeping economy : using economic relationships to build a more peaceful, prosperous, and secure world*. New Haven: Yale University Press.
- Dwyer, F., T. Beasley, D. Boyle & Third Sector Leadership Centre. 2008. *The leadership labyrinth : exploring the third sector context*. Henley-on-Thames: Third Sector Leadership Centre.

El-Mahdi, R. 2011. *Empowered participation or political manipulation? : state, civil society and social funds in Egypt and Bolivia* (International studies in sociology and social anthropology. Leiden: Brill.

Epstein, B. 1991. *Political protest and cultural revolution : nonviolent direct action in the 1970s and 1980s*. Berkeley ; London: University of California Press.

Fishel, D. 2008. *The book of the board : effective governance for non-profit organisations*. Annandale, N.S.W.: Federation Press.

Fowler, A. 2000. *Civil society, NGOs and social development : changing the rules of the game* (Occasional paper / United Nations Research Institute for Social Development. Geneva: United Nations Research Institute for Social Development.

Gaventa, J. 2001. Global Citizen Action: Lessons and Challenges. In *Global Citizen Action* (eds) M. Edwards & J. Gaventa. Boulder: Lynne Rienner Publishers.

Grady-Willis, W.A. 2006. *Challenging U.S. apartheid : Atlanta and Black struggles for human rights, 1960-1977*. Durham, N.C ; London: Duke University Press.

Grobman, G.M. & G.B. Grant. 1997. *The non-profit Internet handbook*. Harrisburg, Pa.: White Hat Communications.

Grobman, G.M. & Pennsylvania Association of Nonprofit Organizations. 2005. *The Pennsylvania nonprofit handbook : everything you need to know to start and run your nonprofit organization*. Harrisburg, Pa.: White Hat Communications.

Hampson, F.O., D. Malone & International Peace Academy. 2002. *From reaction to conflict prevention : opportunities for the UN system*. Boulder, Colo. ; London: Lynne Rienner Publishers.

Hansen, A. & S. Beadle. 2002. Direct action. *BC studies*, 146-148.

Hay, R.D. 1990. *Strategic management in non-profit organizations : an administrator's handbook*. New York: Quorum Books.

Holland, T.P. & R.A. Ritvo. 2008. *Nonprofit organizations : principles and practices*. New York ; Chichester: Columbia University Press.

Hopt, K.J. & T.v. Hippel. 2010. *Comparative corporate governance of non-profit organizations* (International corporate law and financial market regulation. Cambridge: Cambridge University Press.

Hull, R. 2011. *The Third Sector* (Dialogues in critical management studies. Bingley: Emerald.

International Center on Nonviolent Conflict. 2006. *A force more powerful the game of nonviolent strategy*. Hunt Valley, Md.: Breakaway Ltd.,.

- International Panel on Democracy and Development., B. Boutros-Ghali & R. Badinter. 2002. *The interaction between democracy and development*. Paris: Unesco.
- Iriye, I. 1999. A Century of NGOs. *Diplomatic History* **23**, 421-435.
- Jacobson, T.L. & Y. Jang. 2001. Rights, Culture, and Cosmopolitan Democracy. *Communication Theory* **11**, 434-453.
- Jarzabkowski, P. 2003. Strategic practices: an activity theory perspective on continuity and change. *Journal of management studies* **40**, 23-56.
- Johansen, R.C. & World Federalist Movement. 2006. *A United Nations emergency peace service : to prevent genocide and crimes against humanity*. New York: World Federalist Movement-Institute for Global Policy.
- Katsioloudes, M.I. 2006. *Strategic management : global cultural perspectives for profit and non-profit organizations*. Burlington, Mass. ; Oxford: Butterworth-Heinemann.
- Kinzey, R.E. 2013. *Promoting nonprofit organizations : a reputation management approach*. New York: Routledge.
- Klein, K. 2009. *Reliable fundraising in unreliable times : what good causes need to know to survive and thrive* (The Chardon Press series. San Francisco, Calif. Chichester: Jossey-Bass ; John Wiley distributor.
- Kouzes, J.M. & B.Z. Posner. 2011. *The five practices of exemplary leadership. Non-profit*. San Francisco, Calif.: Pfeiffer.
- LaFollette, H. 2013. *The international encyclopedia of ethics*. Malden, MA: Wiley-Blackwell,.
- Lahey, G. 1970a. *Exploring nonviolent action: a guide to research*. London: Housmans.
- . 1970b. *Strategy for non-violent revolution*. London: Housmans.
- Lahey, G. & Fellowship of Reconciliation (Great Britain). 1970. *Afflicting the comfortable* (Alex Wood memorial lecture. New Malden (Surrey): Fellowship of Reconciliation.
- Lahey, G. & B. Overy. 1983. *The mechanism of nonviolent action*. London: Peace Pledge Union.
- Langan-Fox, J. & C.L. Cooper. 2011. *Handbook of stress in the occupations* (New horizons in management. Cheltenham, UK ; New York: Edward Elgar.
- Leat, D. & City University (London England). Business School. 1993. *Managing across sectors : similarities and differences between for-profit and voluntary non-profit organisations*. London: City University Business School.

Lewis, D. 2001. *The management of non-governmental development organizations : an introduction*. London: Routledge.

—. 2007. *The management of non-governmental development organizations*. London: Routledge.

Lodge, G.C. & C. Wilson. 2006. *A corporate solution to global poverty : how multinationals can help the poor and invigorate their own legitimacy*. Princeton, N.J.: Princeton University Press.

Lovan, W.R., M. Murray & R. Shaffer. 2004. *Participatory governance : planning, conflict mediation and public decision-making in civil society*. Aldershot: Ashgate.

Lytle, M.H. 2001. NGOs and the New Transnational Politics. *Diplomatic History* **25**, 121-128.

Mackie, S. 1983. *Civil disobedience as Christian obedience : theological reflections on non-violent direct action in relation to the nuclear issue*. London: British Council of Churches.

Malveaux, J. 2002. Speaking truth to power: race, class, gender, and the intersection. *Review of black political economy* **29**, 53-62.

Mandel Center for Nonprofit Organizations. & Centre for Voluntary Organisation (London School of Economics and Political Science). *Nonprofit management & leadership*. San Francisco: Jossey-Bass.

Mara, C.M. 2000. A strategic planning process for a small nonprofit organization: a hospice example. *Nonprofit management and leadership* **11**, 211-224.

Martin, P.Y. 2003. 'Said and done' versus 'saying and doing': gendering practices, practicing gender at work. *Gender and society* **17**, 342-366.

Matloff, R. & J.H. Chaillou. 2013. *Nonprofit investment & development solutions : a guide to strategies and solutions for thriving in today's economy* (Wiley nonprofit authority series. Hoboken, N.J. Chichester: Wiley ; John Wiley distributor.

McAdam, D. & D.A. Snow. 2010. *Readings on social movements : origins, dynamics and outcomes*. New York: Oxford University Press.

McCarney, P.L. & R.E. Stren. 2003. *Governance on the ground : innovations and discontinuities in cities of the developing world*. Washington, D.C. , Baltimore: Woodrow Wilson Center Press, Johns Hopkins University Press.

McCormick, D.H. 2001. *Nonprofit mergers : the power of successful partnerships*. Gaithersburg, Md.; Great Britain: Aspen Publishers.

McLaughlin, C.P. 1986. *The management of nonprofit organizations* (Wiley series in management, . New York: Wiley.

- McLaughlin, T.A. 1998. *Nonprofit mergers and alliances : a strategic planning guide*. New York ; Chichester: Wiley.
- Meyer, D.S. & N. Whittier. 1994. Social Movement Spillover. *Social Problems* **41**, 277-298.
- Moghadam, V. 2000. Globalization, Collective Action, and Social Theory. *Sociological Forum* **15**, 721-725.
- Mosher-Williams, R. & Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). 2006. *Research on social entrepreneurship : understanding and contributing to an emerging field*. Washington D.C: Aspen Institute.
- Murphy, A.R. 2011. *The Blackwell companion to religion and violence* (Blackwell companions to religion. Chichester, West Sussex ; Malden, MA: Wiley-Blackwell.
- Mustakova-Possardt, E. 2014. *Toward a socially responsible psychology for a global era* (International and cultural psychology series, . New York ; Heidelberg: Springer.
- Muya, E.W., P. Muteshi, D. Macharia & P. Kamau. 1993. *Global action guide : a handbook for NGO co-operation on environment and development*. Nairobi, Kenya: Environment Liaison Centre International.
- Newton, D.E. 2009. *Environmental justice : a reference handbook* (Contemporary world issues. Santa Barbara, Calif.: ABC-CLIO.
- O'Donnell, S., B. Trench, K. Ennals & Dublin City University. School of Communications. 1998. *Weak connections : final report of the research project The Voluntary Sector in the Information Age*. Dublin: School of Communications, Dublin City University.
- Oetzel, J.G. & S. Ting-Toomey. *The SAGE handbook of conflict communication : integrating theory, research, and practice*.
- Olberding, J.C. & L.B. Williams. 2010. *Building strong nonprofits : new strategies for growth and sustainability*. Hoboken, N.J. Chichester: Wiley ;John Wiley distributor.
- Open University. B789 Course Team. & Open University. Business School. 1991. *Managing voluntary and non-profit enterprises*. Milton Keynes: Open University Press.
- Organisation for Economic Co-operation and Development. & OECD iLibrary. 2001. *Local Partnerships for Better Governance*. Paris: OECD Publishing,.
- Osborne, S.P. *Voluntary and non-profit management* (SAGE library in business and management.
- . 1996. *Managing in the voluntary sector : a handbook for managers in charitable and non-profit organizations*. London: International Thomson Business.
- . 1998. *Voluntary organizations and innovation in public services*. London: Routledge.
- . 2008. *The third sector in Europe : prospects and challenges*. London ; New York: Routledge.

- Oster, S.M. 1994. *Management of non-profit organizations*. Aldershot: Dartmouth.
- Padaki, V. & M. Vaz. 2005. *Management development in non-profit organizations : a programme for governing boards*. New Delhi ; London: Sage Publications.
- Palmer, P. & A. Randall. 2001. *Financial management in the voluntary sector : new challenges*. London: Routledge.
- Parmenter, D. 2012. *Key performance indicators for government and non profit agencies : implementing winning KPIs*. Hoboken, N.J.: John Wiley & Sons.
- Pestoff, V.A., T. Brandsen & B. Verschuere. 2012. *New public governance, the third sector and co-production* (Routledge critical studies in public management. New York ; London: Routledge.
- Peter F. Drucker Foundation for Nonprofit Management. 2002. *Meeting the collaboration challenge : workbook : developing strategic alliances between nonprofit organizations and businesses*. New York: Drucker Foundation, Jossey-Bass.
- Peter F. Drucker Foundation for Nonprofit Management. & Leader to Leader Institute. *Leader to leader*. San Francisco, CA: Jossey-Bass : Drucker Foundation.
- Pieterse, J.N. 2006. Emancipatory Cosmopolitanism: Towards an Agenda. *Development and Change* **37**, 1247-1257.
- Plas, J.M. & S.E. Lewis. 2001. *Person-centered leadership for non profit organizations : management that works in high pressure systems*. Thousand Oaks, Calif. ; London: Sage.
- Poister, T.H. 2003. *Measuring performance in public and nonprofit organizations*. San Francisco, Calif.: Jossey-Bass.
- Powell, W.W. & R. Steinberg. 2006. *The nonprofit sector : a research handbook*. New Haven ; London: Yale University Press.
- Pynes, J. *Human resources management for public and nonprofit organizations : a strategic approach* (Essential texts for nonprofit and public leadership and management.
- Randle, M. & University of Bradford. Department of Peace Studies. 2002. *Direct action: a threat to democracy?* (Peace studies papers Fourth series. Bradford: University of Bradford, Department of Peace Studies.
- Roland, G. & Palgrave Connect (Online service). 2011. Economies in transition The long-run view. In *Studies in development economics and policy*. Basingstoke,: Palgrave Macmillan,.
- Rosenberg, M.B. 2003. *Nonviolent communication : a language of life*. Encinitas, Calif.: PuddleDancer.

—. 2005. *Speak peace in a world of conflict : what you say next will change your world*. Encinitas, CA: Puddle Dancer.

—. 2012. *Living nonviolent communication : practical tools to connect and communicate skillfully in every situation*. Boulder, Colo.: Sounds True.

Rosenberg, M.B. & Center for Nonviolent Communication. 2003. *We can work it out : resolving conflicts peacefully and powerfully : a presentation of Nonviolent Communication ideas and their use*. Encinitas, Calif.: PuddleDancer.

Rothschild, S. 2012. *The non nonprofit : for-profit thinking for nonprofit success*. San Francisco, CA: Jossey-Bass.

Sargeant, A. 1999. *Marketing management for non-profit organizations*. Oxford: Oxford University Press.

Sayce, S., O. Connellan & RICS Research Foundation. 2000. *The valuation of non-profit orientated leisure property*. London: RICS Resaearch Foundation.

Saz-Carranza, A. 2012. *Uniting diverse organizations : managing goal-oriented advocacy networks* (Routledge studies in business organizations and networks. New York ; London: Routledge.

Schoenbaum, T.J. & MyiLibrary. 2006. *International relations the path not taken : using international law to promote world peace and security*. Cambridge: Cambridge University Press,.

Schulz, M.S. 1998. Collective Action across Borders: Opportunity Structures, Network Capacities, and Communicative Praxis in the Age of Advanced Globalization. *Sociological Perspectives* **41**, 587-616.

Sharp, G., B. Jenkins & Albert Einstein Institution (Cambridge Mass.). 2003. *The anti-coup*. Boston, Mass.: Albert Einstein Institution.

Sider, R.J. 2008. *I am not a social activist : making Jesus the agenda*. Scottdale, Pa.: Herald Press.

Society for Participatory Research in Asia. 1999. *Citizens and governance : civil society in the new millennium*. New Delhi: PRIA.

Stanford University. Center for Social Innovation. 2003. *Stanford social innovation review*. Stanford, CA: Center for Social Innovation, Stanford Graduate School of Business.

Stevenson, S.C. *Special events galore! : monthly ideas for those who plan, organize and manage events of all kinds*.

Stevenson, W.B. & D. Greenberg. 2000. Agency and Social Networks: Strategies of Action in a Social Structure of Position, Opposition, and Opportunity. *Administrative Science Quarterly* **45**, 651-678.

Stohlman, N. & L. Aladin. 2003. *Live from Palestine : international and Palestinian direct action against the Israeli occupation*. Cambridge, Mass.: South End Press.



Swain, A., R. Amer, J. ©\*jendal & Swedish Network of Peace Conflict and Development Research. Conference. 2008. *Globalization and challenges to building peace*. London ; New York: Anthem Press.

Tickell, J., Governance Hub (Organisation), Association of Chief Executives of Voluntary Organisations., Charity Trustee Networks., Institute of Chartered Secretaries and Administrators. & National Council for Voluntary Organisations (Great Britain). 2005. *Good governance : a code for the voluntary and community sector*. London: NCVO.

Turner, B.S. 2001. Cosmopolitan virtue: on religion in a global age. *European journal of social theory* **4**, 131-152.

United Nations. Economic and Social Commission for Western Asia. 2010. *Comparative analysis of civil society participation in public policy formulation in selected Arab countries*. New York: United Nations.

Verhulst, S. 1999. Diasporic and transnational communication: technologies, policies and regulation. *Javnost* **VI**, 29-36.

Weil, M., M. Reisch & M.L. Ohmer. 2013. *The handbook of community practice*. Thousand Oaks, Calif. ; London: SAGE Publications.

Williams, S. & Chartered Institute of Public Finance and Accountancy. *Social enterprise : business planning and assessment*.