

SCHOOL OF BUSINESS
Course Outline

COURSE NAME: Managing Not-for-Profit Organizations & Social Enterprises	COURSE NO.: BADM 332
TERM: Spring 2014	COURSE CREDITS: 3
INSTRUCTOR:	E-MAIL:
OFFICE:	PHONE (LOCAL):

COURSE PREREQUISITES: 45 credits of 100 level or higher coursework.

REQUIRED TEXT & OTHER RESOURCES Murray, V (2009). *The Management of Non-Profit and Charitable Organizations in Canada*. Markham: LexisNexis.

The Canadian Social Enterprise Guide, second Ed, 2010 (on-line)
www.enterprisingnonprofits.ca

There will be a variety of additional readings and videos on the course website

COURSE FORMAT: Instructional hours: 2 x 1½ hours per week x 15 weeks

Fourth-hour activities: On-line readings and group activities

COURSE OUTCOMES:

General Outcomes: This course provides students with a broad understanding of and appreciation for the “social economy” – its unique challenges as well as the opportunities to integrate business functions with social, environmental or cultural goals.

Non-profit organizations are evolving and many want to become more self-sustaining by diversifying their revenue streams beyond traditional sources of support – donors, foundations and government. They are creating new forms of business ventures and strategic alliances. These social enterprises (enterprising non-profits is another term) create a new category of social entrepreneurs. This course is designed not only to educate students about current models and practices, but also to provide practical tools that foster innovations in these areas. Students will also have the opportunity to work on a service-learning project with a non-profit organization.

Specific Student Outcomes: Upon successful completion of this course, students will be able to demonstrate competence in the following abilities and skills:

Ability	Learning Outcome	Levels*
Communications	Describe the not-for-profit sector – including enterprising non-profits, foundations, associations, co-operatives and government agencies	2
	Understand the typical governance structures of non-profits	2
	Utilize effective communication skills (e.g. brainstorming) to engage in active class discussion	4
	Describe the legal context of non-profit management	2
	Write client-focused deliverables such as a business plan or consulting project	5
	Present business plan or consulting recommendations in a professional manner in an oral presentation and/or written report format	5
Analysis and Decision Making	Understand how to integrate business and marketing strategies into a non-profit organization’s overall structure.	3
	Identify roles and responsibilities of boards and executive leadership	2
	Recognize the role that each management function (marketing, human resources, finance) plays in effectively managing a non-profit	3
	Choose appropriate tools to evaluate the performance of non-profits	4

	Conduct a consulting project for a non-profit.	4
	Create a business or marketing plan	4
Social Interaction	Work with a non-profit to assist in solving problems.	3 → 5
	Work with student teams on plans	3 → 5
Citizenship, Sustainability and Global Perspective	Describe NGOs and other aspects of the third sector in an international context	2
	Actively support the contributions of non-profits and government to society.	5
	Assist the non-profit or government sector through volunteering and/or working on a service project	5

*See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six “Levels” of Comprehension.

COURSE CONTENT:

Wk	Topic	Readings	Assessment
1	Introduction to the not-for-profit and government sector – nature and scope Definitions, new forms of organizing, management challenges Course overview and assignments	<i>Murray Chapter 1,2: What Is So Special About the Management of Nonprofit Organizations? -- The Canadian Nonprofit and Voluntary Sector in Perspective</i>	
2	Legal context Local context Introduction to local not-for profits	<i>The Canadian Social Enterprise Guide Chapter 7 (on-line)</i>	Issue report introduction
3	Governance and Risk Management	<i>Chapter 3: Managing the Governance Function: Developing Effective Boards of Directors</i>	Prepare for consulting project Case 1
4	Executive roles and responsibilities	<i>Chapter 4: Executive (Director) Leadership in Nonprofit Organizations</i>	Case 1 due Issue Topics due
5	Strategic Planning – enterprising non-profit business idea generation	<i>Chapter 8: Planning and Organizing for Results</i>	Enterprise Dev. plan phase 1
6	Managing People – Staff and Volunteers	<i>Chapter 11: Mgmt. of the Human Dimension: Paid Staff and Volunteers</i>	Field Trip
7	Resource Development	<i>Chapter 7: Resource Development Basics</i>	Case 2
8	Marketing to promote social change Perils, pitfalls, prize winners	<i>“Why can’t we sell charities like we sell perfume?” WSJ, 2012/09</i>	Review non-profit campaigns for Enterprise Dev. plan phase 2 Case 2 due
9	Financial planning Should non-profits make a profit?	<i>Chapter 10: Financial Management in Nonprofit Organizations</i>	Enterprise development plan Phase 2 due
10	Accountability	<i>Chapter 9: From Control to Learning: Accountability and Performance Assessment in the Voluntary Sector</i>	Presentations – Current Issues in Non-Profits
11	When business gets involved in non-profit/volunteering	Handout – from <i>Researching the Social Economy, Mook, Quarter & Ryan, eds, U. of T Press, 2012</i>	Presentations – Current Issues in Non-Profits

12	Philanthropists and foundations International NGOs, civil society	<i>“Donors weigh the most worthy ways to give to charities”, NYT 2011/11/02 The Internationalization of the Non-profit Sector, 102-129, Handbook of Non-Profit Leadership & Management, Herman R.D., Jossey Bass, 2005</i>	Presentations – Current Issues in Non-Profits
13	Working with Government Working in Government – managing in the regulatory environment	Ch. 6: <i>Government and Community Relations, “Strategic management – applying business ideas to public services”, The Guardian, 2011/10/28</i>	Guest speaker
14 15	Final Exam Period (no final exam for this course)		

EVALUATION PROFILE:

Assessment	% of Final Grade	Individual /Group	CAPabilities Assessed			
			Communication	Analysis & Decision Making	Social Interaction	Citizenship, Sustainability and Global Perspective
Enterprise Development Proposal	25%	Partner	✓	✓	✓	✓
Consulting project – “Live Case”	35%	Individual / Team	✓	✓	✓	✓
Case analyses	15%	Individual	✓	✓	✓	
Current issue report & presentation	20%	Individual	✓	✓	✓	✓
Participation	5%	Individual			✓	
Total	100%					

Detailed course assignments will be posted on the course website. Brief descriptions follow:

Enterprise Development Plan

This assignment is to allow the students to investigate a “favourite” non-profit, brainstorm a wide variety of revenue-generating ideas and then choose one or two to develop further into a brief plan.

Consulting Project

Teams will complete in depth intensive projects for a non-profit or government organization and provide summary written reports on their work. Students may be involved in projects such as social media strategy, marketing, volunteer recruitment and training, special event planning and other revenue generation planning & implementation. Students may observe board presentations and will have the opportunity to work with executive leadership.

Case Analyses

The intent of these text-based cases is to ensure students do the reading, have basic understanding of the concepts and are able to both write about these concepts and discuss in class.

Current Issue Report and Presentation

This assignment will provide students with an opportunity to examine the wide variety of research on the non-profit sector and bring their findings back to the class in brief reports. Specific topics, periodicals and journals will be recommended and the focus will be on current/future issues and challenges – what students themselves might be facing if they chose to work in this sector.

Participation

Class participation is not merely attending class. Marks will be awarded for professional participation in class discussions, in groups and in the course generally. Little or no individual participation and non-professional behaviors (texting, computer use for non class activities) will result in a loss of marks.

UNIVERSITY POLICIES:

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

Grading Profile:	A+	90-100	B+	77-79	C+	67-69	D	50-59
	A	85-89	B	73-76	C	63-66	F	49 and below
	A-	80-84	B-	70-72	C-	60-62		

Emergency procedures: In the event of an emergency, students must follow the emergency procedures posted in the classrooms.

In addition to the policies of the university, the School of Business has the following policies governing the management of our classes and curriculum.

SCHOOL OF BUSINESS POLICIES:

Attendance: Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

Professional Behaviour: Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

English Usage: All assignments are marked for correct English usage, proofreading and formatting.

Missed Exams and Quizzes: Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. A doctor's certificate, or other proof supporting the reason for the absence, will be required. For further information, refer the "Examination & Pivotal Presentation Exemption Policy".

Examination and Pivotal Presentation Exemption Policy All students are required to appear and write their scheduled mid-term and final examinations, and to produce, by the assigned date, all pivotal presentations, individual and/or group, unless they meet one of the following criteria:

"Medical Exemption" will be considered, if:
Within the ten calendar days prior to a mid-term or final examination, or within ten days of a pivotal presentation, a student falls ill or is injured.

"Falling ill" is defined as being formally advised by a physician of the need to isolate oneself for the purpose of preventing communication of disease or infection to others; being advised by a physician of compromised immunity that requires isolating oneself from contact with others to prevent communication of disease or infection to themselves, or; being in a physical state of health which so compromises a student's ability to function, physically or cogitatively, during the ten days prior to the examination or presentation date.

"Injury", for the purpose of Exemption, is defined as sudden, unanticipated physical harm that renders the applicant physically incapable of attending campus or, in such physical distress that the student is specifically advised by their physician to abstain from appearing at their examination or presentation. Students who are prescribed medication(s) to treat their injury and who believe that the medication(s) may be impairing their ability to successfully prepare for or write their examination or presentation may provide written evidence of their concerns as verified by their physician.

"Catastrophic Personal Loss Exemption" will be considered, if:

Events occur in the student's life that are of such scope as to sufficiently distract a student from the examination or presentation preparation period, or from appearing at or adequately focusing on, the scheduled examination or presentation itself. This could include; loss of housing due to eviction, flood or fire; or death of an immediate family member * (defined as a sibling, parent or grandparent, child, partner or spouse, parent or step-parent, aunt, uncle, niece, or nephew and first cousins.) Immediate family member does not include general acquaintances. Circumstances that may qualify as a personal loss could also include an immediate family member being diagnosed with a significantly life-altering or life-threatening illness or injury.

In all of the above scenarios, a physician's letter or other specifically requested documentation must be provided to satisfy the Instructor as to the validity of the claim, and must be provided within ten calendar days prior to the date of the exam or presentation. If an instructor agrees with the request for Exemption, the request for must be presented by the instructor to their Unit Convenor for consideration and his/her approval. No request for Exemption will be considered approved by virtue of submission, and will remain as merely "under consideration" until approved or rejected by the Unit Convenor. A student applying for an exemption for a specific section which is instructed by the Unit Convenor will have their application reviewed by the Vice-Chair or Chair of the School of Business.

Any student who applies for and receives an Exemption will be assigned a Future Examination or Presentation Date: this date is non-negotiable. Failure to appear on/at the single date and time assigned by the instructor will result in an automatic "0" grade for that exam or assignment. This "0" grade may not be appealed or contested, and will not be changed.

Copyright Policy:

Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published in the University website.

Cheating and Plagiarism:

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Writing Centre and is published on the University website in the University Policies page.

Penalties for Cheating and Plagiarism:

A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

Incomplete Grades:

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.