

COURSE OUTLINE		
TERM: Fall 2018	COURSE NO: BADM 332	
INSTRUCTOR:	COURSE TITLE: Managing Not-for-Profit Organizations & Social Enterprises	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3.0
OFFICE HOURS:		
COURSE WEBSITE:		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

COURSE FORMAT

Three hours of class time, plus an additional hour delivered through on-line or other activities for a 15-week semester, which includes two weeks for final exams. This course may also be offered online or mixed mode.

COURSE PREREQUISITES

45 credits of 100 level or higher coursework; or 6 NABU credits

CALENDAR DESCRIPTION

This course provides upper level students with a broad understanding of and appreciation for the "social economy" - its unique management challenges as well as the opportunities to integrate traditional business functions with social, environmental or cultural goals. Innovative practices and new models of social entrepreneurship will be explored. Students will have the opportunity to gain practical experience working on a service-learning project with a non-profit organization.

COURSE NOTE

BADM 332 is an approved Self and Society course for Cap Core requirements.

REQUIRED TEXTS AND/OR RESOURCES

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

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to:

1. Describe the not-for-profit sector – including enterprising non-profits, foundations, associations, co-operatives and government agencies.
2. Explain the typical governance structures of non-profits.

3. Utilize effective communication skills (e.g. brainstorming) to engage in active class discussion.
4. Describe the legal context of non-profit management.
5. Write client-focused deliverables such as a business plan or consulting project.
6. Explain how to integrate business and marketing strategies into a non-profit organization's overall structure.
7. Identify roles and responsibilities of boards and executive leadership.
8. Identify the role that each management function (marketing, human resources, finance) plays in effectively managing a non-profit.
9. Choose appropriate tools to evaluate the performance of non-profits.
10. Describe NGOs and other aspects of the third sector in an international context.
11. Assist the non-profit or government sector through volunteering and/or working on a service project.

Students who complete this Self and Society course will be able to do the following:

12. Identify potential root causes of local/global problems and how they affect local/global cultures, economies, politics, and policies
13. Assess and evaluate individual and collective responsibilities within a diverse and interconnected global society
14. Synthesize a range of differing community perspectives on ethics and justice and explain how these perspectives can inform structural change
15. Explain how contexts (e.g. cultural, historical, colonial, economic, technological) shape identity formation and social structures

COURSE CONTENT:

Week	Topic
1	Introduction to the Social Enterprise Sector
2	Governance and Risk Management: Executive Roles and Responsibilities
3	Social Enterprise Businesses
4	Human Resources Management Role of Volunteers Knowledge Philanthropy
5	Communicating to Promote Social Change: Pitfalls and Prizewinners
6	Resource Development – Fundraising
7	Philanthropists and Foundations
8	International Development and Volunteer Management in NGOs
9	Financial Planning and Accountability

10	Consulting Project Introduction, Client Presentation and Project Planning
11	Consulting Project Work
12	Consulting Project
13	Final Project Presentations to Client
14 - 15	Final Exam Period (No Final Exam)

EVALUATION PROFILE:

Assessment	% of Final
Enterprise Development Reports	20%
Consulting Project	30%
Balanced Scorecard	10%
Current Issues Report	20%
Reading/Guest Speaker Response	20%
Total	100%

Enterprise Development Report

Students complete an in-depth investigation of a non-profit or social enterprise, brainstorm a variety of revenue-generating ideas, and then choose one or two to develop further into a brief plan.

Consulting Project

Teams will complete an in-depth analysis or project for a not for-profit or government organization and provide summary written reports on their work, which will make reference to course readings and related materials. Students may be involved in projects such as social media strategy, marketing, volunteer recruitment and training, special event planning and other revenue generation planning and implementation. Students may observe board presentations and will have the opportunity to work with executive leadership.

Balanced Scorecard

Students analyze the financial reports of a not-for-profit.

Current Issue Report and Presentation

Students will 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.

Reading/Guest Speaker Responses

Students prepare on-line written short responses to a guest speaker or reading.

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

Incomplete Grades

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments

Assignments are due at the beginning of the class on the due date listed. If you anticipate handing in an assignment late, please consult with your instructor beforehand.

Missed Exams/Quizzes/Labs etc.

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.

Attendance

Students are expected to attend all classes and associated activities. Specific assignments will include penalties for missed classes when student feedback is required.

English Usage

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

Electronic Devices

Students may use electronic devices during class when indicated by instructor.

On-line Communication:

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or Moodle; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS

Tools for Success

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <http://www.capilanou.ca/services/>

Capilano University Security: download the CapU Mobile Safety App**Policy Statement (S2009-06)**

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

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy S2017-05 for more information: <http://www.capilanou.ca/about/governance/policies/Policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence and Misconduct Policy and B.401.1 Sexual Violence and Misconduct Procedure.

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.