



A M B R O S E

**BUS 205 Management of Non-profit Organizations
(3 credit hours)**

Fall 2008

Class Schedules

Time: Wednesdays & Fridays, 1:00-2:15pm

Location: Room A2133

Instructor Information

Instructor: Jeff Huebner, MBA

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Office: Room #2057

Office hours: W/F 10:15-11:15am, W 2:15-3:15pm, Th 11:00-12:00pm

Course Description & Objectives

This course provides an overview of business and management principles specifically for non-business majors. Course content includes an introduction to key functional areas such as leadership, organizational planning and strategy, marketing and communications, finances and fundraising, working effectively with staff and volunteers, governance and accountability. Emphasis is placed on how these principles are applied within a non-profit or ministry organization setting.

In addition, students will begin the process of developing their own business and management skills. Key competencies include: critical thinking and problem solving; verbal and written communication skills; team work; personal initiative; quantitative analysis; ethical awareness; and integrating business functional disciplines within a Christian perspective.

To help students develop these skills, the course will involve group work, case analysis, presentations and class discussions. In addition to obtaining an overview of non-profit management and developing key skills, students will be challenged to think from a Christian perspective as they learn about and apply these business topics.

Students will develop a better understanding of a variety of topics covered, including:

- Understanding basics of business and terminology

- Management and leadership - management theories, motivating and working with volunteers
- Communicating ideas effectively - writing and presenting proposals for new program initiatives
- Marketing and communications - mission and vision statement, organizational brand and values, getting the word out about your organization and programs
- Understanding basic financials - developing a budget, reading income statements and balance sheets
- Fundraising and managing finances - writing an effective grant funding proposal
- Project management - planning and organizing events, managing timelines and critical paths
- Analyzing problems and making recommendations - understanding the business case approach to decision-making
- Ethics in business and non-profit management
- Accountability and transparency - understanding the role of a Board, accounting and tax reporting
- Managing your own personal finances

Course Text & Materials

Textbook:

Bovée, Thill & Dracopoulos, *Business in Action, In-Class Edition, 2nd* Canadian edition. Pearson Prentice Hall, 2009.

Business Case Study:

TBD

Optional reading:

Brinckerhoff, Peter C., *Faith-based Management: Leading Organizations that are Based on More than just Mission*. Wiley, 1999.

The textbook is available in the bookstore. Instructions will be provided in class on where and how to obtain the business case study. In addition to readings, audio visual presentations and guest speakers may also be used occasionally to supplement lectures and course materials.

Course Requirements & Evaluation

Course grading and evaluation will be conducted according to the following elements:

Midterm exam	20%*
Final exam	20%*
Hand-in assignments (done in teams):	
Business case study	10%
Program fundraising proposal	20%

Presentation on ethical situation & self-assessments	10%
Business and the Bible journal	10%*
Class participation & discussion	10%*

To pass the course, students must achieve an overall grade of at least 50%, AND must obtain at least 50% (30 of 60) on elements marked by an asterisk – that is, students must earn a combined passing grade on the non-group elements in order to pass the course.

Examinations:

A mid-term examination will be held in class during October, encompassing topics covered in the first half of the course. Further details will be provided in class. The course will conclude with a final examination covering all topics in the course, with a focus on those presented in the second half since the mid-term exam. The final exam will take place during the exam period in December as scheduled by the Registrar's Office. Graded final examinations will only be made available for supervised review, at the request of the student.

Business Case:

Each student will be assigned to a case group, which will prepare a report for a business case. Write-ups should be brief (5-6 pages in length) and demonstrate critical thinking and professionalism. That is, they should be thoughtful, clear and free of grammatical mistakes. Please refer to the document entitled "Making a Compelling Business Case" by Don Wagner, which provides guidance on how to develop business cases.

New Program Fundraising Proposal:

Students will also work in teams to develop a written fundraising proposal to a foundation on behalf of a non-profit organization (NPO). The aim of the proposal is to convince a foundation that your NPO deserves funding by presenting the mission and vision of the organization, the rationale for the new program and its strategic fit in expanding services, what types of financial and staffing resources will be required, along with a detailed budget to justify the amount of your request for funding. The proposal should be a maximum of 10 pages in length, not including footnotes, appendices, references, etc. Further details regarding the assignment will be provided in class.

Presentation:

Each student will be part of a group that presents in class on a business ethics issue (note: presentation groups will be different from case groups). In the third week of the term, each student will be assigned to a group with a presentation topic and date. These topics will involve ethics issues relating to business or topics covered in class. These issues will require the student to integrate both business and faith-based principles.

Presentations should be 10 minutes in length, after which another 5-10 minutes will be allowed for the group to field questions, comments or debate from the

class. The presentation should be informative and interesting; try to make your presentation a learning experience for the class. Refer to Appendix D of “Making a Compelling Business Case” for suggestions on how to present.

All group members are expected to make significant contributions to their group’s effort. The responsibilities of each student are laid out in the document entitled “Group Work in the Business Program”.

In the class following the date of your presentation, each student in the group will be required to submit an individual 1-2 page self-assessment of the presentation that focuses on your own personal effectiveness as a presenter. Your self-assessment should indicate what you aimed to achieve in your presentation, what you think you did well, what you think you could have done better, and how you plan to improve your performance the next time you present.

Business and the Bible Journal:

In order to think about how the Bible relates to the various business principles being studied, you will need to keep a journal of how Biblical passages of your own choosing relate to concepts learned in class. These journal entries should include the verse reference and highlight your own unique thoughts as it relates to business in a brief (4-6 sentences each) but clearly reflective way, going beyond a simple description about the passage. You will be required to do this for at least 10 passages during the semester (preferably derived from your own personal devotions and reflections). Journal entries will be handed-in twice during the semester, and class time will be set aside for overall group discussion of these journals.

Class Participation & Discussion:

Another component of your grade is participation during class time. Students are expected to attend all classes, having prepared for class by reading the assigned text chapters ahead of time, and actively participate in group discussions. The skills needed to participate effectively in class and present your ideas are essentially the same skills required to participate effectively in the business or non-profit world. The ability and willingness to speak up in front of others is an important skill for students to develop. If external circumstances or illness prevent you from attending or adequately preparing for a class, please let the professor know so that this can be taken into account, as repeated absences from class will negatively impact a student’s individual participation grade.

Grading

The available letters for course grades are as follows:

<i>% Grade</i>	<i>Letter Grade</i>	<i>Description</i>
95% to 100%	A+	Excellent
90% to 94%	A	
85% to 89%	A-	
80% to 84%	B+	

76% to 79%	B	Good
72% to 75%	B-	
68% to 71%	C+	
64% to 67%	C	Satisfactory
60% to 63%	C-	
55% to 59%	D+	
50% to 54%	D	Minimal Pass
0% to 49%	F	Failure

To pass the course, students must achieve an overall grade of at least 50% and must earn a combined passing grade on the non-group work elements of the course. Failure to submit an assignment or write an exam on the assigned date without legitimate reason (i.e. evidenced illness) or prior approval of the instructor may result in a failed grade for the course. In the case of legitimate or approved absence, and at the instructor's discretion, the assigned date may be rescheduled to a later date, or if this is not practically possible, the marks reallocated to other components of the course grade.

All hand-in assignments and exams must include the student's name, ID number and school mailbox number.

Important Dates for Registration, Withdrawal, and Course Auditing

September 26th, 2008, is the last day to enter a course without permission or to withdraw from a course without incurring a financial penalty in terms of tuition refund.

November 21st, 2008, is the last day to voluntarily withdraw from a course or change to audit without academic penalty.

Course withdrawal forms are available from the Registrar. Students who do not follow the proper withdrawal procedures will be recorded as having failed the course.

Note: Students can not receive credit for both *BUS205 Management of Non-profit Organizations* and *BUS100 Introduction to Business*. All business majors are required to take *BUS100 Introduction to Business* as a core program course, and so are not advised to take *BUS205 Management of Non-profit Organizations*.

In-class Use of Electronic Devices

The use of personal electronic devices by students in-class is purely at the discretion of the instructor. Typically, laptop or notebook computers may be utilized for taking notes or reviewing course materials if necessary. However, if laptop use becomes a distraction for other students in the class, or is used for activities that are not class-related (i.e. browsing the Internet, emailing, playing videos, etc.), the instructor will ask the student to stop using the laptop and put it away, and make a deduction of 20% of that student's class participation grade.

The use of cell phones, PDAs, music players, headphones or any other personal entertainment devices will not be allowed in-class. Audio or video recording of class lectures is strictly prohibited without the prior expressed consent of the instructor.

Important Notes

It is the responsibility of all students to become familiar with and adhere to academic policies of as are stated in the Student Handbook and Academic Calendar.

Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a "Course Extension." Alternative times for final examinations cannot be scheduled without prior approval. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the appropriate deadline. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Ambrose is committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar and the Student Handbook that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean.

BUS205
Weekly Reading Schedule

Date	Class Topic	Text chapters
Sept 17 th	Introduction and course overview	
Sept 19 th	Fundamentals of business	1
Sept 24 th	Management	6
Sept 26 th	Mission, vision, strategic planning and goal setting for the non-profit organization	6
Oct 1 st	Working in Teams <i>Assigning of groups for case studies & ethics presentations</i>	7
Oct 3 rd	Discussion of Bible Business Journals Assignment: Hand-in Bible business journals #1	
Oct 8 th	Leadership & Motivation	10
Oct 10 th	<i>Career development and professional skills class:</i> Guest Speaker – Fern Buszowski, Manager, Ambrose Career Development Centre	
Oct 15 th	Motivating and working with staff and volunteers Ethics presentation: Group #1	10
Oct 17 th	<i>Business case & skills development class:</i> Effectively writing and presenting a business case study	
Oct 22 nd	Marketing – Branding & Services Ethics presentation: Group #2	11
Oct 24 th	Marketing – Communications and promotions Ethics presentation: Group #3	12
Oct 29 th	Project management: Planning and organizing events, managing timelines and critical paths Assignment: Group business case study due	
Oct 31 st	Guest Speaker – Steve Ulrich, Director, Engineering Ministries International (EMI) Canada	
Nov 5 th	Mid-term exam	

Nov 7 th	Review and discussion of business case study assignment and mid-term exam	
Nov 12 th	Understanding financial information: Income statements and balance sheets Ethics presentation: Group #4	13
Nov 14 th	Understanding financial information: Budgeting and cash flow Ethics presentation: Group #5	13
Nov 19 th	Accountability and transparency: Understanding the role of a non-profit Board	
Nov 21 st	Guest Speaker – Randy Carter, Founder, StraightTalk Ministries	
Nov 26 th	Non-profit accounting and taxation issues Guest Speaker – David Adams, C.A., Ambrose Business Program Head	
Nov 28 th	Non-profit legal issues Guest Speaker – David Adams, C.A., Ambrose Business Program Head	
Dec 3 rd	Characteristics of effective faith-based organizations Discussion of current events & business topics in the news	
Dec 5 th	Managing your own personal finances Assignment: Group program fundraising proposal due	
Dec 10 th	Discussion of Bible Business Journals Assignment: Hand-in Bible business journals #2	
Dec 12 th	Course review for final exam	

Note: The dates and order of topics outlined in this schedule may be subject to change at the instructor's discretion throughout the term. Any changes will be communicated in advance.