

Course ID:	Course Title:	Fall 2019
BUS/DVST 305	Management of Nonprofit organizations	Prerequisite: 60 Credits
		Credits: 3

Class Information		Instructor Information		Important Dates	
Days:	Tues/Thurs	Instructor:	Albert Elliott, MBA, CPHR	First day of classes:	Wed, Sept 4
Time:	2:30 – 3:45PM	Email:	albert.elliott@ambrose.edu	Last day to add/drop, or change to audit:	Sun, Sept 15
Room:	2212	Phone:	403 410 2904	Last day to request revised final exam:	Fri, Nov 1
Lab/ Tutorial:	N/A	Office:	1009	Last day to withdraw from course:	Mon, Nov 18
		Office Hours:	Meetings by appointment	Last day to apply for coursework extension:	Mon, Nov 25
Final Exam:	N/A			Last day of classes:	Wed, Dec 11

Course Outline:

There are an estimated 170,000 nonprofits and charitable organizations in Canada. Nonprofits are an important part of our society, operate in many diverse areas of our economy, and are important for the initiation and implementation of many government programs and services. It has been recognized that one of the biggest issues facing the nonprofit sector today is the quality of management. Nonprofits are faced with a multitude of challenges and the leaders of today's nonprofits must be prepared to face a complex environment that is rapidly changing on many fronts.

This course is designed to provide current and future nonprofit managers and leaders with a range of nonprofit management concerns and practices. The workload is relatively heavy and is targeted toward third and fourth year students. Course projects and discussions introduce/expand students' management skills, analytical tools, and knowledge. Students take the perspectives of nonprofit managers, volunteers, board members, policy makers, donors, and clients. This course is built on the assumption that students learn more if they are actively engaged with the material. Exercises and discussions allow students to test knowledge, formulate ideas and strategies, respond to management dilemmas, and get immediate feedback from classmates and the instructor.

Course Description

Expected Learning Outcomes:

Upon successful completion of this course, students can expect to have:

1. General understanding of non-profit organizations in the Canadian context
2. Knowledge of non-profit leadership and management
3. Hands-on experience in analyzing management issues and proposing solutions
4. Overview of social innovation and entrepreneurship

Textbooks

Seel, K (Ed.) (2018) The management of non-profit and charitable organizations in Canada (4th edition)

Poon, R (2015) Guide to developing case study briefing notes.

Course Schedule

Date	Class Topic/Chapter Title	Text chapters
Sep 5 th	Course overview	
Sep 10 th	Overview of nonprofit organizations	Seel 1 & 2
Sep 12 th	Workshop: Preparing Case Study Briefing Notes	Guide to Developing Case Study Briefing Notes
Sep 17 th	Leading nonprofit organizations – Boards and Governance I	Seel 3 & 4
Sep 19 th	Leading nonprofit organizations – Boards and Governance II	Seel 6
Sep 24 th	The Legal context for Non-profits	Seel 5
Sep 26 th	No Class (Spiritual Emphasis Day)	

Oct 1 st	Leading nonprofit organizations – Organizational leadership I	
Oct 3 rd	Guest Speaker - Leading Nonprofit Organizations	
Oct 8 th	Soul of the Next Economy Forum take-home assignment due	
Oct 10 th	Managing Nonprofit Organizations – Resource Development	Seel 7
Oct 15 th	Guest Speaker – Topic tba	
Oct 17 th	Leading nonprofit organizations – Strategic planning	Seel 8
Oct 22 nd	Research Day	No Class
Oct 24 th	Managing nonprofit organizations – Marketing and Communications	Seel 6 & 12
Oct 29 th	Managing nonprofit organizations – Financial management	Seel 10
Oct 31 st	Managing nonprofit organizations – Performance Measurement and Program Evaluation	Seel 9
Nov 5 th	Managing nonprofit organizations – Human Resources (paid staff and volunteers)	Seel 11
Nov 7 th	Guest Speaker – Topic tba	
Nov 12 th	Reading week – No class	
Nov 14 th	Reading Week – No Class	
Nov 19 th	Social Accounting	Seel 13
Nov 21 st	Case Study Presentations - 1	

Nov 26 th	Case Study Presentations - 2	
Dec 3 rd	Case Study Presentations - 3	
Dec 5 th	Case Study Presentations - 4	
Dec 10 th	Submit FINAL Case Study (Write-Up and Presentation) into Moodle	No Class

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.

Course Requirements and Evaluation:

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

Individual Case study (in lieu of a Final Exam)

Case study write-up (30%)	40%
Presentation (10%)	

Take-home midterm paper (based on Soul of the next Economy Forum*) **20%**

**Attendance is mandatory*

Group Led Classes **25%**

Class Participation/Attendance **15%**

All assignments (unless otherwise notified) are to be submitted via Moodle by the time indicated in the Weekly Reading and Assignment schedule. Late assignments will lose 10% per day late. Assignments will not be accepted more than 5 days late.

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 may be reallocated to other components of the course grade.

Attendance:

A key 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, completing exercises (if assigned) in advance of in-class discussions, and then actively participate in these discussions. The skills needed to participate effectively in class and present your ideas are essentially the same skills required to participate effectively in the marketplace (either nonprofit or for-profit). 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.

Grade Summary:

The available letters for course grades are as follows:

<u>Letter Grade</u>	<u>Description</u>
A+	Excellent
A	
A-	
B+	Good
B	
B-	
C+	Satisfactory
C	
C-	
D+	Minimal Pass
D	
F	Failure

Because of the nature of the Alpha 4.00 system, there can be no uniform University-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Ambrose University Academic Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Exam Scheduling

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a

laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required 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.

Extensions

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 from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university. Students are expected to be familiar with the policies in the current Academic Calendar 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 and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.