

### **Management and Organizational Studies 1025B Nonprofit Organizations and Their Environments**

#### **CONTACT INFORMATION**

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Office Hours: Thursdays 11:30-2:30 PM (by appointment, or meet me in the Mercato)

#### **CLASS INFORMATION**

Thursdays: 2:30 PM - 5:30 PM  
Location: BR135  
Website: <https://owl.uwo.ca/portal>

#### **COURSE DESCRIPTION**

This course is an introduction to nonprofit organizations and the nature of the political, social, economic, regulatory and cultural contexts in which they operate. Topics include governance and organizational structure, resource acquisition, public and government relations, volunteer management, partnerships and accountability. The unique strategic challenges in leading nonprofit organizations are emphasized through use of the case method of learning, experiential field trips, guest lectures by community experts and traditional lectures.

#### **COURSE PREREQUISITES**

There are no prerequisites or antirequisites for this course. It is highly recommended that students with an interest in the Nonprofit Management (MOS) or Community Development (Sociology) modules pair this course with Sociology 1050A/B: An Introduction to Community, Service and Active Citizenship.

#### **COURSE LEARNING OUTCOMES**

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

1. Understand and apply aspects of nonprofit management that include: recognizing the trends in the sector and its environment, governance and organizational structure, organizational change, innovation and social enterprise, strategic planning, public and government relations, financial resource acquisition, financial management, marketing and communications, managing people, partnerships and alliances as well as international perspectives.
2. Collaboratively apply these learnings through a community integrated consulting-style project through involvement with the nonprofit, networking with the community and providing responses in written form in class.
3. Demonstrate professionalism and influencing skills, expected by an employer, promptness, preparation, civility, attentiveness, effective communication, deportment and engagement.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

## BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

Competency #	Competency	Level
1	Communication	2
2	Critical Thinking	1
3	Inquiry and Analysis	1
4	Problem Solving	1
6	Social Awareness and Engagement	2

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

## COURSE OBJECTIVES, STRUCTURE AND CONTENT

By engaging with your colleagues and professor after studying and thinking deeply about the material presented in this course, you will be able to:

Module	Weeks	Knowledge Objectives	Skills Objectives
Understanding, Envisioning, and Creating	1 - 4	Describe and evaluate the external forces affecting nonprofit organizations to identify opportunities and threats to sustainability	Develop active listening skills Demonstrate insight into personal responses
Strategizing, Resourcing, and Aligning	5 - 10	Apply concepts, principles and processes related to strategic planning, financial resource acquisition and management, and marketing	Demonstrate effective team work Demonstrate expected workplace behaviour, professionalism and ethical conduct
Leading, Managing, and Delivering	11 - 13	Describe and apply theories, concepts and practices related to leading nonprofit organizations	Summarize and synthesize information Develop recommendations grounded in knowledge Give and receive feedback

## COURSE MATERIALS

### **Required Course Readings:**

Information regarding required weekly readings for this course will be available on OWL and updated regularly. These readings will include both chapters from the required course textbook (see below) as well as other journal articles and grey literature. Students are responsible for acquiring and reading required reading each week prior to the week's session. Readings will be available electronically through OWL, the Internet or library internet holdings, and potentially in some (rare) cases course material will be put on reserve in the library. Quizzes will be based on these weekly readings.

### **Required Course Textbook:**

Rowe, G., & Conway Dato-on, M. (2013). *Introduction to nonprofit management: Text and cases (Ivey Casebook Series)*. Thousand Oaks, CA: Sage Publications.

**EVALUATION**

<b>Component</b>	<b>Timing</b>	<b>Weight</b>
Participation in Learning In-class Contributions Case Memos	Weeks 1 – 13 (during each class & before each case session)	<b>20%</b> 10% 10%
Experiential Field Reports PEST Analysis Community Event Experience	January 12 February 16	<b>30%</b> 10% 20%
Quizzes Understanding, Envisioning, and Creating Strategizing, Resourcing, and Aligning Leading, Managing, and Delivering	January 26 March 9 March 23	<b>15%</b> 5% 5% 5%
Final Case Exam	TBD	<b>35%</b>

Students must complete **all elements of evaluation** in order to receive a passing grade in the course. There will be no re-weighting of components within the course unless a student has received an academic accommodation. Please note that **grades cannot be adjusted on the basis of need**. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and quizzes and the case exam cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned. Late assignments will not be accepted without an academic accommodation.

**Evaluation Component Descriptions**

Students will be provided with detailed assignment descriptions and grading rubrics on the course site on OWL under “Assignments” as well as in class discussion of the assignments.

***Participation in Learning***

In-class contribution: Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. The expectation is that you contribute not only for your own learning but to the learning of your classmates. The participation mark reflects attendance, evidence of preparation and participation in weekly readings and/or assignments. We will also be using the discussion board on the course site on OWL as a way to augment our discussions held during class but not as a substitution. If you have difficulties with participating in class, please make an appointment with me to discuss – sooner rather than later.

The class contribution portion of your grade will be determined by your contribution to the learning of the class. The evaluation will be based not only on how frequently you speak in class, but more importantly, by the quality of what you say and how well you listen and respond to others. High-quality contributions include: starting a class discussion with sound analysis, synthesizing class discussions, summarizing and moving class discussions ahead, giving constructive criticisms or building on others’ ideas, substantiating one’s views persuasively and logically, responding to others’ critiques with reasoned rebuttal, graceful acceptance of new ideas, presenting well thought-out action plans, volunteering for special role-playing or

presentations, recalling and sharing relevant experiences, being respectful and non-judgmental towards your classmates' opinions. Respect for the course and each other are essential.

Unsatisfactory contributions include: being absent from class without excuse, being unprepared for class, offering poorly thought-out analysis or action plans, personally criticizing classmates, being close-minded, disrespectful, or otherwise disruptive. These behaviours will lead to negative contribution grades.

**Attendance at all sessions in this course is expected.** Circumstances may arise which make it impossible for you to attend, e.g. illness. As a professional courtesy you are expected to advise me in advance of your absence and provide an explanation via messaging on OWL. Under University regulations, your professor can determine at what point absenteeism has become excessive (generally 25% of scheduled class time) and approach the Dean who may prevent you from writing the final exam, making it very difficult to pass the course. After missing three classes (whether they are one hour or a two hour class), you and I will meet to discuss how to improve your attendance.

**Please note, each class will count equally toward a student's contribution grade, with each missed class receiving a grade of "0" unless academic accommodation has been granted** (e. g. for family medical issues, personal medical issues, family bereavement, participation in University sports teams). See the detailed contribution assessment guide provided on OWL for information about the grading process and expectations of your contribution.

Case Memos: Questions for each assigned Case will be posted on the course site on OWL under "Assignment." Students are expected to answer these posted case questions using the readings up to and including the previous session and post on the course site on OWL under "Assignments" two hours prior to class. Grading is "0" for no submission, "1" for an incomplete submission and "2" for a complete submission. A complete submission answers each question posed, using both the readings and own personal judgment.

### ***Experiential Field Reports***

For each of the reports that have been organized for this course, students are expected to write a report reflecting their experience. The first (PEST analysis) and the second (a community event experience) will involve the entire class. While the experiences are shared, the reports will be completed and submitted as individuals. The full description of the field trips and the grading rubric for the report will be posted on the course site on OWL under "Assignments." Reports **MUST** be submitted as a Word document through the course site on OWL to be graded.

### ***Quizzes***

For each of the three modules in this course, there will be a short, in class quiz composed of primarily multiple-choice questions with a limited number of short answer questions. These questions will be related to the required readings. There will be **NO** make-up quizzes. In the case of academic accommodation, the average of the other quizzes will be used as the grade for the missed quiz. **IF** academic accommodation is not granted, the grade for the missed quiz will be zero.

### ***Final Case Exam***

A one-hour preparatory session on how to write a case exam will occur the session just prior to the final exam period.

## CLASS SCHEDULE

A tentative schedule for this course is posted on OWL. There may be departures from this list as some topics take up more (or less) time than is scheduled; as well guest lecturers' availability may change. Following this schedule is the responsibility of each student. Please check OWL regularly for information, lecture notes, reading and announcements regarding any changes to the class plan for the following week. Please bring your cases and case memos to class for discussion.

Students should anticipate spending a minimum of 3 -5 hours per week preparing for classes, completing readings, case and exercise memos, as well as studying for tests.

## CLASS ETIQUETTE

### Student Use of Technology in Class

Talking privately with classmates or using your computer during class for non-class related activities is distracting for others, is not conducive to your own learning and is disrespectful to the instructor. Please ensure your phones are turned OFF prior to entering the classroom and place them inside a bag.

I welcome the use of laptops in the classroom as long as they are used for class related purposes. Recent research has shown that laptop use in class for non-education related purposes is negatively related to academic performance. **That is, grades decline when you use laptops in the classroom for non-educational tasks.** Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). As a result, if I find a student using a laptop for **non-class related activities**, I will ask them to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Research also shows that texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half was requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. **The students who texted scored 16% points lower than those who did not text.** (Ellis, Daniels & Jauregui, 2010). As a result, if I find a student texting I will ask them to put their cell phone away. **Texting in class may result in a “-1” on class participation for that class.**

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education*, 50: 906-914.

Ellis, Y., Daniels, B., & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*, 8: 1-10.

### A Note Regarding Email

Please use the messaging function on our course site in OWL for timely response rather than my university email address (I prioritize OWL messaging over my university email). Email is a useful tool for sharing news, setting up meetings or for a simple assignment clarification, but for more complex questions a face to face meeting is best. Please make an appointment to discuss any personal, academic, group work or controversial issues in person, especially any concerns that you might have about your grades. I will check our course site on OWL Monday through Friday; you can expect a response within 24 hours during the work week. Over weekends and holidays I will **not** be checking OWL, so plan accordingly.

## Appointments

Students are welcome to meet with me during the designated weekly office hours or by arranging an appointment at a mutually convenient time. Make sure to be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

## Privacy

To respect privacy laws, all grades will be distributed on OWL only. If a student wishes to discuss a grade, or review a test or paper, she must make an appointment with the professor to do so in person. To protect student privacy, the professor may only discuss grades with the student in question. Please do not share or compare your grades. The professor cannot share information about another student's grades, so discussions about comparison of grades between students will not be entertained.

## DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Fall Term Half Credit Course	November 12, 2017
Winter Term Half Credit Course	March 7, 2018
Full Credit Course	November 30, 2017

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

## 2017-18 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

### 1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf). The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously

affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at:

<http://westerncalendar.uwo.ca/2017/pg117.html>

## 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official dates <http://westerncalendar.uwo.ca/2017/pg7.html> ). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://westerncalendar.uwo.ca/2017/pg130.html> )

## 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

## 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf).

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

**Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

#### **Computer-marked Tests/exams:**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

### **5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS**

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://westerncalendar.uwo.ca/2017/pg112.html>).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices ([http://www.uwo.ca/univsec/pdf/academic\\_policies/exam/evaluation\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/exam/evaluation_undergrad.pdf) and [http://www.uwo.ca/univsec/pdf/academic\\_policies/exam/finalgrades.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/exam/finalgrades.pdf)).

### **6. PREREQUISITES**

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

### **7. SUPPORT**

#### **Support Services**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/>.

#### **Mental Health and Wellness**

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. Students who are in emotional/mental distress should refer to Mental\_Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

#### **Sexual Violence**



All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

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Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the ac