



MGMT12162 *Managing Non-Profit and Philanthropic Businesses and Organisations*

Term 2 - 2021

Profile information current as at 19/08/2022 06:47 pm

All details in this unit profile for MGMT12162 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

This unit provides you with an insight into contemporary thinking and management practice in the field of effective management of non-profit, non-government organisations (NGOs) and social innovation enterprises. You will examine the challenges of management in the complex environment of enterprises not driven primarily by commercial outcomes. You will analyse management issues facing the sector, and be asked to apply appropriate theoretical frameworks to investigating issues and overcoming real world management problems.

Details

Career Level: *Undergraduate*

Unit Level: *Level 2*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: MGMT11167 Foundations of Social Innovation

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 2 - 2021

- Online

Attendance Requirements

All on-campus students are expected to attend scheduled classes - in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Online Quiz(zes)**

Weighting: 10%

2. **Presentation**

Weighting: 35%

3. **Report**

Weighting: 55%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Demonstrate insight into key managerial competencies in non-profit, semi-profit, philanthropic, social enterprise and semi-government environments
2. Identify contemporary 'wicked' challenges facing managers operating in the sector, and apply theory and evidence in mitigating these challenges
3. Identify and respond to unique strategic human resource challenges present in the sector
4. Exercise clarity and professionalism in management reporting in the sector, including communicating as a manager with key stakeholders.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Online Quiz(zes) - 10%	•			
2 - Presentation - 35%		•	•	
3 - Report - 55%		•		•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Communication	•	•		•
2 - Problem Solving	•	•	•	
3 - Critical Thinking	•	•	•	•
4 - Information Literacy	•	•	•	•
5 - Team Work		•		
6 - Information Technology Competence				•
7 - Cross Cultural Competence		•	•	•
8 - Ethical practice	•	•		
9 - Social Innovation				

Graduate Attributes

Learning Outcomes

1 2 3 4

10 - Aboriginal and Torres Strait Islander Cultures

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks

Graduate Attributes

1 2 3 4 5 6 7 8 9 10

1 - Online Quiz(zes) - 10%

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2 - Presentation - 35%

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3 - Report - 55%

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Textbooks and Resources

Textbooks

MGMT12162

Prescribed

Nonprofit Management: Principles and Practice

Edition: 5th edn (2009)

Authors: Michael J. Worth

Sage

Thousand Oaks , California , United States

ISBN: 978-1-5063-9686-6

Binding: eBook

Additional Textbook Information

Students can choose either a printed or ebook version. Paper versions can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code).

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Aman Ullah Unit Coordinator

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Schedule

The Australian non-profit, charitable and volunteer sector - 12 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Overview of the Australian non-profit, charitable and volunteer sector.	Readings will be provided on the Moodle site.	

Theories on management in the sector - 19 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Theories on management in the non-profit, charitable and volunteer sector.	Readings will be provided on the Moodle site, but in addition, and Chapter 1 and 2 of Worth (2020). Worth, M. J. (2020). Nonprofit Management: Principles and Practice (6th ed.). CQ Press. 2019 version also acceptable.	

Governance, Part 1 - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Governance issues in the sector.	Readings will be provided on the Moodle site, but in addition, and Chapter 4 and 5 of Worth (2020).	

Governance, Part 2 - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Governance issues in the sector.	Readings will be provided on the Moodle site, but in addition, and Chapter 4 and 5 of Worth (2020).	

Law and the non-profit sector in Australia - 09 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Law and the non-profit sector in Australia.	Readings will be provided focused on legal issues in Australian non-profits.	Online Quiz Due: Week 5 Friday (13 Aug 2021) 9:00 pm AEST

Vacation Week - 16 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Strategy - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategy in the non-profit, charitable and volunteer sector.	Chapter 7 & 8 of Worth (2020).	Have a look ahead at Assessment 2, and begin collecting materials and readings suitable for making your presentation.

Managing staff and volunteers - 30 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
HR issues: managing staff and volunteers in the sector.	Chapter 9 of Worth (2020).	Have a look ahead at Assessment 2, and begin collecting materials and readings suitable for making your presentation.

Communications and marketing, Part 1 - 06 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Communications and marketing, internal and external.	Chapter 10 and 11 of Worth (2020).	Begin designing your second Assessment, including familiarising yourself with the software. Do a first draft/recording of your second Assessment.

Communications and marketing, Part 2 - 13 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Communications and marketing, internal and external.	Chapter 10 and 11 of Worth (2020).	Assessment 2, Presentation to the Board, will be due this week. Presentation to the Board Due: Week 9 Friday (17 Sept 2021) 11:00 pm AEST

Financial management - 20 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Financial management.	Chapter 12, Michael J. Worth (2019), Nonprofit Management, Principles and Practice. 5th Edition. London: Sage.	Engage with readings and begin to identify material suitable for Assessment 3. Create an outline for your report, to organise your readings.

Fundraising, raising capital - 27 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Fundraising, raising capital, earned income, business ventures in the sector, government grants.	Additional readings and Chapter 13, 14 and 15, Michael J. Worth (2019), Nonprofit Management, Principles and Practice. 5th Edition. London: Sage.	Continue to collect material and begin drafts for Assessment 3.

Wrapping up: emerging issues. - 04 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
Overview and contemporary and emerging issues in nonprofit management.	Additional readings will be provided on the Moodle site.	Begin finalising your Assessment 3.

Review/Exam Week - 11 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
.	.	Assessment 3 Report due this week. Management Report Due: Review/Exam Week Thursday (14 Oct 2021) 11:00 pm AEST

Exam Week - 18 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Online Quiz

Assessment Type

Online Quiz(zes)

Task Description

In Week 5, prior to the the mid-term vacation, a 20-question multiple choice quiz will be put online, covering the first five weeks of term. This quiz is designed to ensure that you've kept up to date with the content during the early weeks of the term, and allow your lecturer to monitor any areas where you might need help.

Number of Quizzes

1

Frequency of Quizzes

Other

Assessment Due Date

Week 5 Friday (13 Aug 2021) 9:00 pm AEST
Quiz will be available in Week 5.

Return Date to Students

Week 6 Monday (23 Aug 2021)

Weighting

10%

Assessment Criteria

Questions will be multiple choice, based on material in the provided readings/textbook. Sample questions will be provided in advance.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Learning Outcomes Assessed

- Demonstrate insight into key managerial competencies in non-profit, semi-profit, philanthropic, social enterprise and semi-government environments

Graduate Attributes

- Problem Solving
- Information Technology Competence

2 Presentation to the Board

Assessment Type

Presentation

Task Description

You've been asked to give an address to the board at either an Emergency General Meeting or an Annual General Meeting on a key issue relating to the organisation you either work or volunteer for. Using visual materials (such as graphs, figures, or other appropriate material) to supplement your address, you will be asked to respond to the key issue in an address of no more than 10 minutes in length. Further details on the nature of the issue to be addressed will be released on the Moodle site in the early weeks of the term.

Assessment Due Date

Week 9 Friday (17 Sept 2021) 11:00 pm AEST

Return Date to Students

Week 11 Friday (1 Oct 2021)

Weighting

35%

Assessment Criteria

The presentation, which is worth 35% of total marks in this unit, should be recorded (with recorded options given on the Moodle site) and should be no longer than 10 minutes in length. The following criteria will be applied in marking your work:

1. **Presentation and communication.** Have you expressed yourself in a clear and compelling way? Is your presentation professional and appropriate for delivery to an organisation's board? With regards to the the visual material presented, have you checked your work prior to posting for grammar, spelling and punctuation? Does it show appropriate and accurate referencing (in-text APA, for example in the accompanying powerpoint)? (30%)
2. **Understanding and insight.** Does your work show that you have selected and understood the appropriate constructs, theories and knowledge presented in the unit, in order to build your argument/case? (50%)
3. **Research.** Does your work indicate you have done appropriate readings to build your argument? (20%)

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Learning Outcomes Assessed

- Identify contemporary 'wicked' challenges facing managers operating in the sector, and apply theory and evidence in mitigating these challenges
- Identify and respond to unique strategic human resource challenges present in the sector

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence

3 Management Report

Assessment Type

Report

Task Description

In this final assessment you will combine insights derived from Week 10 and 11 readings (on fundraising, financial management, earned income, grants and contracts) with one of the earlier themes of the unit (strategy, governance, law, HR management and communications) in a confidential report to the board of directors of your nonprofit. The case studies from which you can choose will be presented in the Moodle site. The report will be written in the form of a standard report, with examples given on the Moodle site well in advance of the submission date. The report should be illustrated by a minimum of 15 peer-reviewed academic journal articles, appropriately used, that indicate you have done wide reading in the areas required to address the crisis presented in the case.

Assessment Due Date

Review/Exam Week Thursday (14 Oct 2021) 11:00 pm AEST

Return Date to Students

Feedback will be released at release of grades.

Weighting

55%

Assessment Criteria

This assignment is worth 55% of total marks in this unit, should be recorded (with recorded options given on the Moodle site) and should be no longer than 10 minutes in length. The following criteria will be applied in marking your work:

1. **Communication.** Is the report written in a clear and compelling way? Is it professionally presented and appropriate for delivery to an organisation's board? Has the report you checked your work prior to submission for grammar, spelling and punctuation? Does it show appropriate and accurate (APA) referencing? Is the report appropriate in length (between 2500 and 3000 words, excluding references) (30%)
2. **Understanding and insight.** Does your work show that you have selected and understood the appropriate constructs, theories and knowledge presented in the unit, in order to build your argument/case? (50%)
3. **Research.** Does your work indicate you have done appropriate readings to build your argument? (20%)

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Learning Outcomes Assessed

- Identify contemporary 'wicked' challenges facing managers operating in the sector, and apply theory and evidence in mitigating these challenges

- Exercise clarity and professionalism in management reporting in the sector, including communicating as a manager with key stakeholders.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Cross Cultural Competence
- Ethical practice

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem