

| Course Title | | |
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| MLI26C733 | NONPROFIT MANAGEMENT | 6 cr |
| Course Description and Learning Outcomes | | |
| <p>This course focuses on managerial tools, both strategic and tactical, that can be implemented by nonprofit organizations in order to gain effectiveness and impact. Specific processes and functions will be discussed, such as strategic planning, human resources, financial management, and performance evaluation. Current trends in the field such as, earned income strategies, creating relationships with business and individual donors as well as social entrepreneurship will also be addressed. Recognizing the broad range of organizations in the nonprofit sector internationally, examples will be drawn from a variety of industries and regions.</p> | | |
| <p>Learning outcomes for this course, upon successful completion, include being able to: 1) develop an understanding of the roles played by nonprofit organizations and explore their current and potential impact on society in different national and cultural settings; 2) explore management concepts, practices, and tools for nonprofit organizations; and 3) question and analyze governance and management strategies in the third sector in light of calls for accountability, transparency, effectiveness and impact.</p> | | |
| Instructor Name and Profile | | |
| <p>Dominika Mirońska, Ph.D. is an Assistant Professor in the Institute of International Management and Marketing in Warsaw School of Economics (SGH) in Warsaw, Poland. Before her academic career she worked as brand manager in marketing department with Unilever company. She teaches marketing and management related courses on all levels at Warsaw School of Economics. She also runs Nonprofit Management courses in Erfurt University, Germany and Aalto University, Finland. Her research interests include marketing, consumer behavior, and management for non-profit organizations.</p> | | |
| Email Address | | |
| Dominika.mironska@sgh.waw.pl | | |
| Office Hours | | |
| 12:00 pm – 1:00 pm Monday through Thursday; Friday by appointment | | |
| Required Reading | | |
| W. G. Rowe, M. C. Dato-on, Introduction to Nonprofit Management. Text and Cases, SAGE Publications, 2013. | | |

| Course Schedule | |
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| <p><u>Week 1</u>, Session 1 29.07 Mon. Course Introduction. The Nonprofit Organization in Society</p> | - |
| <p>Session 2 30.07 Tue. Starting the Nonprofit Organization</p> | <p>Ch. 1, 2, case "MIA, Philippines" Written assignment to the case to be submitted due 30.07, 8.50 am by MyCourses</p> |
| <p>Session 3 31.07 Wed. Nonprofit Organization Governance and Structure</p> | <p>Ch. 3, case "YMCA, Canada" Written assignment to the case to be submitted due 31.07, 8.50 am by MyCourses Teams & topics ready</p> |
| <p>Session 4 1.08 Thu. Leadership in Nonprofit Organizations</p> | <p>Ch. 4, "National Kidney Foundation, Singapore" Written assignment to the case to be submitted due 1.08, 8.50 am by MyCourses</p> |
| <p>Session 5 2.08 Fri. Performance Measurement</p> | <p>Ch. 5, case "Elephant walk thru" pp. 18-27 Written assignment to the case to be submitted due 2.08, 8.50 am by MyCourses</p> |
| <p><u>Week 2</u>, Session 6 5.08 Mon. Nonprofit Strategy and Change</p> | <p>Ch. 6, case "ASO, USA" Written assignment to the case to be submitted due 5.08, 8.50 am by MyCourses</p> |
| <p>Session 7 6.08 Tue. Nonprofit Capacity and Networks</p> | <p>No case Textbook & classes 1-6 Mid-term Exam - 30 minutes, 15 multiple choice test questions Ch. 7, no case</p> |
| <p>Session 8 7.08 Wed. Managing the People: Staff and Volunteers</p> | <p>Ch. 8, no case Homework given before the class to be submitted due 7.08, 8.50 am by MyCourses</p> |
| <p>Session 9 8.08 Thu. Marketing</p> | <p>Ch. 9, no case Homework given before the class to be submitted due 8.08, 8.50 am by MyCourses</p> |
| <p>Session 10 9.08 Fri. Fundraising – Organizational Momentum</p> | <p>Ch. 10, case "NCA, Canada" Written assignment to the case to be submitted due 9.08, 8.50 am by MyCourses</p> |
| <p><u>Week 3</u>, Session 11 12.08 Mon. Fundraising – Individual Donor Solicitation</p> | <p>No readings, no case</p> |
| <p>Session 12 13.08 Tue. Financial Management Guest Speaker</p> | <p>Ch. 11, case "Goodwill, USA" Written assignment to the case to be submitted due 13.08, 8.50 am by MyCourses Guest Speaker Written group projects to be submitted due 13.08, 8.50 am by MyCourses</p> |
| <p>Session 13 14.08 Wed. Social Entrepreneurship and International Perspective</p> | <p>Ch. 13 & 14, case "Madecasse, the chocolate from Madagascar" given in class No assignment to the case</p> |
| <p>Session 14 15.08 Thu. Final Exam</p> | <p>Final Exam – Textbook & classes 7-14, exc. ch. 12 70 minutes, 15 multiple choice test questions, 3 open questions Guest Speaker</p> |

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| Session 15 16.08 Fri. Students' Presentations Class wrap-up | Group Project Presentations | |
| Aalto University School of Business, Mikkeli Campus Grading | | |
| Course Requirements and Values | Weighting (%) or maximum points | |
| Individual work: Class participation (15%) Written assignments (15%) | 30% | |
| Group project: Written group report (25%) Report presentation (10%) | 35% | |
| Exam: Mid-term exam (10%) Final exam (25%) | 35% | |
| Total | | 100% |
| Conversion scale | Final grade (official scale) | |
| 90 - 100 | 5 | |
| 80 - 89 | 4 | |
| 70 - 79 | 3 | |
| 60 - 69 | 2 | |
| 50 - 59 | 1 | |
| 0 - 49 | 0 | |

ECTS GUIDELINES

This course is a 6 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 160 (including in-class and out-of-class work).

| ECTS Student Workload | | |
|---|------------------------|--|
| | Number of Hours | |
| Contact hours (on- and off-campus) | 45 | |
| Out-of-class hours | 115 | |
| Work with course materials, eg required reading | 40 | |
| Exam preparation | 15 | |
| Individual research & writing | 20 | |
| Team projects (meetings, research, preparation, etc.) | 40 | |

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| Other (please specify) | | |
| Total of all student workload hours | | 160 |

Academic Policy Statements

TEXTBOOK POLICY

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student's responsibility to find a way to complete the reading for the course.

CLASS ATTENDANCE AND PARTICIPATION

Class attendance and participation are considered integral parts of teaching and learning at the BScBA program in Mikkeli. Therefore, regular class attendance is required of all students and attendance records are kept for each class. Students are also expected to be in class on time. Late arrivals are seen as being discourteous to the instructor and other students.

The attendance policy of the BScBA program provides that:

- 1) **A maximum of two unexcused absences** is allowed for a 3-week, 6-credit course. Three or more unexcused absences will result in being dropped from the course. Note: Whenever taking an unexcused absence, the student bears the risk of missing class, and the consequences, which may include a lower participation grade, missing a graded activity, etc.
- 2) **A total maximum of four absences** (excused and unexcused) is allowed for a 3-week, 6-credit course. Five absences will result in being dropped from the course.
- 3) **Absences are excused** by approval of staff and the instructor for legitimate reasons only (medical certificates or other critical reasons), per the Permission for Absence Form.
- 4) **An unexcused absence on the first day:** an unexcused absence on the first day of the course will result in 5 points (on a 100-point scale) being deducted from the student's final raw score before converting it to the final grade.
- 5) **A student missing a graded activity due to an:**
 - a. **excused absence** will be given special consideration, eg the chance to make up an exam;
 - b. **unexcused absence** may not be able to compensate for the missed work, in which case the student will lose the points for that activity. The final decision in this case is left for the faculty.

Students not able to attend class on a day with a graded activity should make every effort to inform the instructor ahead of time, regardless of the reason.

- 6) **A student getting to class after the session has started** will not be able to enter the classroom until the first break and will get an unexcused absence for the day.

7) **The instructor may include class participation as a component of the grade, up to 15% of the total points that can be earned toward the final grade.**

CODES OF CONDUCT

Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.

In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations.

Additional Information

Group Project Guidelines

(1) Launching a Non-Profit Organization – Written Group Project

Students form groups of 3 or 4. Each group develops the idea, strategy and tactical programs for a new nonprofit organization. Any country and field of social/environmental activity is allowed.

The final report should be submitted via MyCourses by Monday, Aug. 12th, 8.50 am.

The report structure:

1. Introduction
2. Environment analysis - identification of opportunities and threats
3. Values, mission and vision
4. Positioning statement and branding
5. Key stakeholders and goals – outputs/outcomes/impact
6. NPO structure, roles and responsibilities – managers, paid staff, volunteers
7. Financing sources
8. Relations with beneficiaries and other stakeholders - programs, products, services, prices, communication
9. Bibliography - please read the referencing guide at:
<https://into.aalto.fi/display/enbscba/Other+Guides>

Format: Word document, font: 12 points; spacing: 1,5; length: 8-10 pages.

Group Report Evaluation Criteria (25%):

- Knowledge application (9%)
- Own conclusions (9%)
- Data handling (tables, data analysis, sources and references quality) (5%)
- Structure (2%)

(2) Launching a Non-Profit Organization – Group Project Presentations

During the last session teams will give a 20 min. long presentations based on the written report. The other students will play a role of potential members/donors of the new non profit, so the aim of the presentation is to attract and convince prospect stakeholders to join the project. Students are strongly encouraged to implement interactive methods in their presentations. After each presentation the short Q&A session will be run.

Presentation Evaluation Criteria (10%):

- Content (4%)
- Audience involvement & interaction (3%)
- Presentation skills & time control (3%)