



APPLIES TO ACADEMIC YEAR 2006/2007

## GRA 5918 Mission Based Organisations

### Program

Master of Science in Political Economy, Specialization Course

### Responsible for the course

Kåre Hagen

### Department

Public Governance

### Term

According to study plan

### ECTS Credits

6

The 'third sector' is frequently assumed to represent an alternative to public and for-profit organisations, as well as being more or less integrated into, or assigned a complementary role in public policies. Members of mission based organisations often develop firm loyalties to values, and the legitimacy of the organisation crucially rests on its wider reputation. This poses special challenges for the leadership of such an organisation. The course requires no previous knowledge, but is primarily designed for students taking the MSc in Political Economy programme and therefore assumes some knowledge of political processes and public policy making, and of how a distinction between the public sector, the market and the civil society often is useful in understanding how policy-processes and outcomes are actually shaping the living conditions of citizens.

### Objective

The objectives of the course is to provide an overview of the role of mission-based organisations in liberal societies and at the global level. Not-for-profit, non-governmental organisations play a significant role in the institutional 'construction' of civil society, as well as being producers of social functions and services. Often too, they are assumed to represent the 'social capital' in society. As organisations are normally funded by a mix of donations, membership fees and government grants, the maximization of income through 'branding' is a significant objective for the leadership, often to be performed in tension with the ideal objectives of the organisation itself and its members. A particular focus will be on the role of leadership and governance in organisations without 'corrective mechanism' neither from a market based response on its performance nor from hierarchical external control.

'Mission oriented' organisations are often interwoven into public policies as a 'third alternative' between public and market based organisations, as well as being partners to private enterprises in implementing their Corporate Social Responsibility-strategies.

### Prerequisites

A Bachelor's degree

### Compulsory literature

#### Books:

Anheier, Helmut K. 2005. Nonprofit organizations : theory, management, policy. London: Routledge

### Recommended literature

#### Books:

Dollery, Brian and Wallis, Joe. 2003. The political economy of the voluntary sector: a reappraisal of the comparative institutional advantage of voluntary organisations. Cheltenham: Edward Elgar

Evers, Adalbert and Jean-Louis Laville, eds. 2004. The Third Sector in Europe. Cheltenham: Edward Elgar

#### Articles:

Besley, T; Ghatak, M.. 2004. Incentives, Choice and Accountability in the Provision of Public Services. London School of Economics (forthcoming article)

Brinkerhoff, P.C.. 2002. The Essentials of Mission-Based Management.. Mission-Based Publishing

Drucker, P.F.. 1994. Managing the Non-Profit Organisation: Practices and Principles. HarperBusiness

Pynes, J.E.. 1997. Human Resources Management for Public and Non-Profit Organisations. Jossey-Bass

### **Course outline**

- 1: The characteristics of a mission based organisation; similarities and differences between a non-profit organisation and a 'quasi autonomous non-governmental body'
- 2: The concepts of 'civil society' 'social capital' and 'welfare pluralism'.
- 4: 'The mission' as a motivational force among volunteers, employees and donors.
- 5: Managing a mission based organisation
- 6: Mission oriented organisations as partners: in public policies and in CSR-efforts.

### **Computer-based tools**

None

### **Course structure**

36 hours

### **Evaluation**

Your course grade will be based on the following activities and weights:

30% Class work (in the form of a mix of some/ all of the following: hand in of case write ups, projects, and homeworks; case presentations and class participation; in class midterm and quizzes). Final written 3 hour exam accounts for 70% of the grade. Both parts of the evaluation need to be passed in order to get a grade in the course.

Specific Information regarding any aspect of student evaluation will be provided in class. It is the student's responsibility to obtain this information. Please note that whilst attendance is not compulsory, it is the students responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book. Homepages and/or Blackboard are not designed for the purpose of students who choose not to attend class.

### **Evaluation code(s)**

GRA 59181 accounts for 100 % of the final grade in the course GRA 5918

### **Aids at the examination**

Bilingual dictionary

### **Makeup exam**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

### **Honor Code**

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating. These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.