



APPLIES TO ACADEMIC YEAR 2010/2011

GRA 5918 Mission Based Organisations

Programme

Master of Science in Political Economy, Specialization Course

Responsible for the course

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

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.

Learning outcome

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 maximisation 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 qualifying for admission to the MSc Programme

Compulsory reading

Books:

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

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Recommended reading

Books:

Dollery, Brian and Joe L. Wallis. 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 : Elgar

Pynes, Joan E. 2009. Human resources management for public and nonprofit organizations. 3rd ed. San Francisco, Calif. : 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

It's learning

Learning process and workload

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/It's learning or text book.

Examination

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 student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

Examination code(s)

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

Examination support materials

A bilingual dictionary.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.

Where this is the case, you may retake only the assessed components of one of these exam codes.

Where this is not the case, all of the assessed components of the course must be retaken.

All retaken examinations will incur an additional fee.

Additional information

Honor Code

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These

issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.