

Bachelor in Communication Sciences and Culture (L-20)

<b>Course title:</b>	Management of Non-Profit and Cultural Organizations
<b>Course year:</b>	2nd
<b>Semester:</b>	2nd
<b>Course Code:</b>	17267
<b>Scientific sector:</b>	SECS/P08
<b>Lecturer:</b>	Sabrina Pedrini
<b>Module:</b>	No
<b>Lecturer other module:</b>	/
<b>Credit Points:</b>	6
<b>Total lecturing hours:</b>	45
<b>Total Hours of availability for students and tutoring:</b>	18
<b>Office hours:</b>	from Monday to Friday on request
<b>Attendance:</b>	according to the regulations
<b>Teaching Language:</b>	English
<b>Propaedeutic course:</b>	none
<b>Course description:</b>	<p>The present course aims to introduce students to the main topics related to management of organizations with particular focus on nonprofit and cultural organizations.</p> <p>Nonprofit organizations (NPOs) play a pivotal role in delivering essential goods and services within our society and economy. Cultural organizations, in particular, are noteworthy among NPOs, standing alongside institutions dedicated to education, healthcare, charitable services, and the arts. NPOs are driven by a social mission rather than profit maximization. However, to fulfill these missions while ensuring their own longevity, they must navigate a multitude of decisions akin to those encountered by private enterprises. Initiating, expanding, and effectively overseeing NPOs, including cultural organizations, present challenges that are often as intricate as, if not more complex than, those encountered in the private sector.</p> <p>This course is thoughtfully designed to provide students with a comprehensive exploration of the principles and practices essential for the efficient management of NPOs, including cultural organizations. It delves into various management facets, offering students a comprehensive introduction to the central issues commonly</p>

	<p>encountered by NPOs, with a specific focus on cultural institutions. The curriculum alternates between theoretical lectures, engaging in-class case study discussions, and a practical project to ensure a well-rounded understanding of nonprofit and cultural organization management.</p>
<b>Specific educational objectives:</b>	<p>The course belongs to the scientific area of management (SECS-P/08) and it aims to provide an overview of the main concepts related to the management of NPOs.</p> <p>It is intended to offer a practical and evidence-based knowledge of NPOs, with a solid theoretical support.</p> <p>In parallel to management issues, the course will offer opportunities to develop transversal skills and a broader educational object in civil activation of students considering the relevance of NPOs in civil society.</p>
<b>List of topics covered:</b>	<p>Covered topics:</p> <ol style="list-style-type: none"> <li>1. Introduction to Non-Profit and Cultural Organizations</li> <li>2. Functions of management applied to NPOs</li> <li>3. Planning and strategy for NPOs</li> <li>4. Governance and Leadership in NPOs</li> <li>5. Basics of Event management and Volunteer Management</li> <li>6. Control and impact measurement for NPOs</li> <li>7. Financial Sustainability and Fundraising Strategies</li> <li>8. Communication in management</li> </ol>
<b>Teaching format:</b>	<p>The lessons will be based on theoretical input, presentation and analysis of cases and examples, discussion of cases.</p>
<b>Learning outcomes:</b>	<p>Knowledge and understanding:</p> <ul style="list-style-type: none"> <li>- Understanding the core principles of nonprofit and cultural organization management</li> <li>- Understanding governance structures and board roles in NPOs</li> <li>- Knowledge of leadership styles applicable in the sector.</li> <li>- Effective board practices and decision-making processes.</li> <li>- Recruiting, training, and retaining volunteers.</li> <li>- Budgeting, financial planning, and fundraising strategies</li> </ul> <p>Applying knowledge and understanding:</p> <ul style="list-style-type: none"> <li>- Lead productive meetings</li> <li>- Make informed decisions</li> <li>- Developing strategic plans</li> <li>- Design and assess programs to measure their impact on communities and</li> </ul>

	<p>stakeholders, driving continuous improvement</p> <ul style="list-style-type: none"> <li>- Implement sustainable financial practices, including budgeting and fundraising strategies, to ensure long-term viability for nonprofit and cultural organizations</li> </ul> <p>Making judgments</p> <ul style="list-style-type: none"> <li>- Develop strategic judgments for mission alignment, growth, and sustainability</li> <li>- Evaluate leadership styles and governance structures</li> <li>- Judge program effectiveness and inform improvements</li> <li>- Make informed judgments on budgeting and fundraising</li> <li>- Evaluate volunteer practices</li> </ul> <p>Communication skills</p> <ul style="list-style-type: none"> <li>- enhance interpersonal communication skills, fostering productive relationships with board members, colleagues, volunteers, and stakeholders.</li> <li>- skills in negotiation and conflict resolution,</li> <li>- how to engage stakeholders effectively, crafting messages and strategies that resonate with different stakeholder groups to advance the organization's goals.</li> <li>- Respectful communication in a group</li> </ul> <p>Learning skills</p> <ul style="list-style-type: none"> <li>- Learn to observe</li> <li>- Learn to formulate judgement starting from observation</li> <li>- Critical learning</li> </ul>
<p><b>Assessment:</b></p>	<p>Assessment is based on intermediary assessment and an oral exam:</p> <ul style="list-style-type: none"> <li>- Active participation during the class</li> <li>- individual work on a specific case, presented during the lessons</li> <li>- Written presentation of own specific case</li> <li>- Group presentation of a project work</li> <li>- Oral individual exam on theoretical aspects</li> <li>- Participation in classes</li> </ul>
<p><b>Evaluation criteria and criteria for awarding marks:</b></p>	<p>Final mark:</p> <ul style="list-style-type: none"> <li>- written exam: theoretical knowledge of the course contents (50%)</li> <li>- Individual and group assessment during the course (40%)</li> <li>- participation in the discussions: activity, respectfulness, accuracy, critical analysis (10%)</li> </ul>

<b>Required readings:</b>	Tschirhart, M., & Bielefeld, W. (2012). Managing nonprofit organizations. John Wiley & Sons. Additional materials will be provided during the course.
<b>Supplementary readings:</b>	Hanberg, E. (2015). The Little Book of Boards: A Board Member's Handbook for Small (and Very Small) Nonprofits (Vol. 3). Side x Side Publishing. Bray, I. (2022). Effective fundraising for nonprofits: Real-world strategies that work. Nolo.