

Study Abroad Programme

The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

MODULE SPECIFICATION

KEY FACTS

Module name	Managing for Social Purpose
Module code	BM2213
School	Cass Business School
Department or equivalent	Undergraduate Programme
UK credits	15
ECTS	7.5
Level	

MODULE SUMMARY

Module outline and aims

This module will provide a systematic understanding of the key theories and concepts of leading and managing within a social purpose organisation, the policy context in which such organisations operate, and the skills and knowledge relevant to working in this field.

Whether you are interested in pursuing a career in the non-profit or NGO sector, wanting to establish your own social enterprise, or looking to work in the area of corporate social responsibility, this module will provide you with an essential grounding in key ideas, theory and practice.

Content outline

The module takes a broad definition of social purpose organisations to encompass traditional charities, voluntary organisations and NGOs, social enterprises, and the growing number of hybrid organisations, operating at the boundary between for-profit and not-for-profit. It will also include an examination of the growing interest in corporate social responsibility, shareholder engagement and socially responsible investing.

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Lecture and seminar topics may include: an overview of social purpose organisations in the UK and internationally; leadership, strategic planning and change management within a social purpose setting; finance and accounting; volunteering and volunteer management; social marketing, fundraising and campaign management; social enterprise and investment; and corporate social responsibility and shareholder engagement.

In addition to traditional academic input, the module will feature guest lectures from leading practitioners and policy makers, group work and exercises.

To enhance your learning experience modules are designed to reflect contemporary issues in the business and financial world. As such, a degree of flexibility is expected in the exact content in terms of scope and coverage to ensure relevance to current circumstances.

WHAT WILL I BE EXPECTED TO ACHIEVE?

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

Knowledge and understanding

- Demonstrate an understanding of the key theories, literature and practice in the field of social purpose organisations
- Examine the impact on social purpose organisations of policy change, both in the UK and globally
- Understand the relationship between key theoretical perspectives and practice on the ground
- Appreciate the uncertainty, ambiguity and limits of knowledge

Skills

- Gather, retrieve, appraise and critically evaluate information from diverse primary and secondary sources

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- Communicate ideas clearly and effectively, both in writing and orally
- Work well, both individually and as a member of a team

Values and attitudes

- Demonstrate a habit of reflection and independent study
- Produce written materials that indicate in a precise and honest manner what your own work is and what is attributable to others
- Reflect on and effectively manage your own learning and make use of constructive feedback
- Demonstrate an appreciation of ethical issues as they relate to both the subject matter and the wider business world

HOW WILL I LEARN?

A variety of learning and teaching methods will be used in this course, including:

- Interactive lectures to provide an understanding of key principles, research and theory
- Use of expert practitioners and policy makers to provide input on specialised topics and current debates, which will strengthen the links between theory and practice
- Use of 'real life' case studies to enhance the application of theory to practice
- Use of small groups for debates, presentations and problem solving exercises
- Role plays to facilitate communication, negotiation and decision-making skills
- Tutorials to examine issues in more detail

Lectures are used to introduce context, concepts and techniques illustrated with practical and current examples. You will also have the opportunity to participate in class discussions and work through examples and exercises with the support of the lecturer. It is strongly recommended that you attend ALL lectures.

Tutorials are used to explore the concepts and practices covered in the lectures in more detail. Specifically, they are used primarily to demonstrate technical material, although some discussion and analysis will accompany the practical techniques. Tutorials take place in smaller groups and you are expected to interact with the tutor and other students.

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Key learning and teaching resources will be put on the module website on Moodle.

Self-directed learning hours are for independent study and account for the minimum amount of time you should spend studying independently. For example, carrying out subject research, practicing and reflecting on techniques learned in class, reading widely around the subject to develop a deeper understanding, carrying out activities using the VLE, attending induction and career development workshops, working in groups to complete assignments and presentations, and completing individual assignments and other homework.

Teaching pattern:

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Lecture	Lecture	20	80		100
Tutorial	Tutorial	10	40		50
Totals		30	120		150

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

This module is assessed by Coursework and Examination.

Coursework will be in the form of:

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An individual written assignment of 2,500 words on a topic set by the module lead

At the end of the module you will sit one final 135 minute exam during the University exam period.

Assessment pattern:

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Written assignment, including essay	20%	0	N/A
Final Exam	Written exam	80%	0	N/A

Assessment criteria

Assessment criteria are descriptions of the skills, knowledge or attributes you need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes you need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to you prior to an assessment taking place. More information will be available in the UG Assessment Handbook and from the module leader.

Feedback on assessment

Following an assessment, you will be given your marks and feedback in line with the University's Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

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Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

INDICATIVE READING LIST

- Anheier, H. (ed) (2014) *Nonprofit organisations: Theory, management, policy*, Routledge.
- BOND (2015) *Tomorrow's world: How might mega-trends in development affect the future role of UK-based INGOs*, BOND: London.
- Bornstein, D. (2010) *Social entrepreneurship: what everyone needs to know*, OUP, Oxford.
- Bruce, I. (2011) *Charity marketing: Delivering income, services and campaigns*, 4th edition, ICSA: London.
- Courtney, R. (2013) *Strategic management for voluntary non-profit organisations*, Routledge: London.
- Dawes, G. and Pianca, A. (2016) *Charity accounts: A practical guide to the charities SORP*, 5th edition, Jordan Publishing Ltd.
- Fowler, A., and Malunga, C. (eds) (2010) *Reader on NGO management*, Earthscan: London.
- Grant, P. (2012) *The business of giving: The theory and practice of philanthropy, grantmaking and social investment*, Palgrave, Macmillan.
- Hilton, M. and McKay, J. (eds) (2011) *The ages of voluntarism: How we got to the Big Society*, OUP/British Academy.
- Lewis, D. (2014) *NGOs: Management and development*, Routledge: London.
- Hudson, M. (2002) *Managing without profit*, Directory of Social Change: London.
- Morvaridi, B. (ed) (2015) *New philanthropy and social justice: Debating the conceptual and policy discourse*, Policy Press.
- Palmer, P. and Randall, A. (2002) *Financial management in the voluntary sector: new challenges*, Routledge: London.

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Palmer, P., Young, F. and Finlayson, N. (2014) *The good financial management guide*, NCVO: London.

Paton, R. (2003) *Managing and measuring social enterprises*, Sage.

Sargeant, A. and Jay, E. (2014) *Fundraising management: Analysis, planning and practice*, 3rd edition, Routledge: London.

Journals:

Non-Profit and Voluntary Sector Quarterly, Sage.

The International Journal of Non-Profit and Voluntary Sector Marketing, Wiley.

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