

## MAN 710: Research Seminar in Public & Nonprofit Management

### *Spring Term 2025: Nonprofit Hybridity – Harnessing Multiple Logics in Productive Ways*

---

*Chair of Business Administration, Public & Nonprofit Management*

#### Content Overview

1	Course Description.....	1
1.1	Seminar Topic Spring Term 2025.....	1
2	Learning and Qualification Outcome .....	1
3	Organizational Information.....	2
4	Course Requirements .....	3
4.1	General Requirements.....	3
4.2	Examination Requirements .....	3
5	Literature .....	4
5.1	Seminar Topic .....	4
5.2	Qualitative Research Methods .....	5
5.3	[Quantitative Research Methods] .....	5
6	Timetable .....	6

Last updated: January 2025

## 1 Course Description

This course will introduce students to different approaches relevant to planning and implementing research in the fields of public and nonprofit management. Students will be familiarized with the process of conducting qualitative empirical research and to read and write scientific papers. They will have to apply this knowledge in an empirical research project that is structured around this year's seminar topic.

At the end of this course, students will have acquired the skills for doing academic work on their own and, thus, to write a qualitative- or quantitative-empirical master thesis at the *Chair of Public and Nonprofit Management*.

### 1.1 Seminar Topic Spring Term 2025

In the spring semester of 2025, students will work on research projects that aim to understand the mechanisms that nonprofit organizations apply to productively harness multiple institutional logics. The students will have to get in touch with nonprofit organizations that are active in different sectors and combine multiple logics for their data collection.

To apply multiple viewpoints and address different research gaps, exploratory qualitative research will be conducted. Students will work on one research topic following the overarching research question:

*RQ How do nonprofit organizations make productive use of multiple logics, such as a market, community, or religious logic?*

A selection of research topics to choose from will be provided at the beginning of the seminar. Own topics in line with the overarching topic can be developed. Literature suggestions that mark a starting point on the topic are provided under Chapter 5.

Students will each collect their data for the qualitative empirical seminar papers through on-site observations and interviews (e.g., with full-time employees of religious nonprofit organizations). Students must identify and acquire relevant interview partners themselves. Additional information relevant to the selected research question may be manually extracted by the students from online sources, e.g., nonprofit websites or newspaper articles.

## 2 Learning and Qualification Outcome

By the end of the course, students will be able to:

- describe research gaps, especially those related to their research projects,
- define research goals and research questions,
- search, interpret, evaluate, and select academic literature,
- select appropriate research methods (qualitative and/or quantitative) for various research questions,
- write a qualitative and/or quantitative research paper.

In this seminar, the key competence of academic, scientific research shall be acquired.

### 3 Organizational Information

The time frame of the seminar:	19 <sup>th</sup> of February 2025 until 14 <sup>th</sup> of May 2025
Registration:	<p>Students must formally apply for this seminar by handing in an application consisting of (1) a motivation letter (max. 1 page), (2) a CV (1-2 pages), (3) a Bachelor certificate, and (4) a current transcript of records. Please combine all documents into <b>one</b> PDF file.</p> <p>Students studying in the master program Culture and Business have to personally hand in the form “Antrag auf Übertragung (Export) der Masterarbeitsbetreuung“. Without this form, the registration cannot be processed.</p> <p>Applications (including <a href="#">UNI-ID</a>) must be submitted to Ludwig Uhl (<a href="mailto:ludwig.uhl@uni-mannheim.de">ludwig.uhl@uni-mannheim.de</a>) <b>by 06 February 2025</b> via email.</p> <p>Information about being accepted for the research seminar will be sent out <b>by 13 February 2025</b>. You need to send your binding module participation confirmation or cancellation <b>by 14 February 2025</b> to Ludwig Uhl.</p> <p>Please note that higher-semester students are prioritized when allocating places in the research seminar. Applications are then legally binding, and attendance at the kickoff is compulsory.</p>
Prerequisite:	Strategic Management between Profit and Purpose (MAN 609) OR Understanding and Tackling Societal Challenges through Management Research (MAN 659) OR Selected Challenges in Nonprofit Management (MAN 675) OR Digital Era Government (MAN 676) OR Public & Nonprofit Management (MAN 679) OR Challenges of Public & Nonprofit Management (MAN 680) (parallel attendance possible)
Examination:	<p>Seminar paper – part 1 (25%, <b>due 19<sup>th</sup> of March 2025, noon</b>, via ILIAS)</p> <p>Seminar paper – part 2 (75%, <b>due 14<sup>th</sup> of May 2025, noon</b>, hard-copy and via ILIAS)</p>
Course materials:	ILIAS
Credits:	<p>6 ECTS 180 hours: 10 in-class sessions, one mandatory office hour.</p> <p>In-class attendance = 16 hours.</p> <p>Data collection and data analysis (including preparation) = 70 hours.</p>

Writing of seminar paper (parts 1 and 2; including literature search) = 94 hours.

### **Contact Details**

Lecturer: Ludwig Uhl  
E-Mail: ludwig.uhl@uni-mannheim.de  
Office hours: Upon appointment via email

## **4 Course Requirements**

### *4.1 General Requirements*

This course is highly interactive and thus based on critical conversations among students. Discussions will be based on conceptual and empirical academic papers and methods literature. We will critically reflect on research designs and methods and have workshops in which the theoretical knowledge will be applied. Course participants – apart from being interested in the subject per se – should be highly motivated to conduct empirical research. A strong commitment to active participation in discussions in the team sessions is expected. Even though existing knowledge of empirical research methods will help to accomplish this seminar, it is not required.

To successfully pass the seminar, students must attend the sessions as scheduled in the syllabus and Portal<sup>2</sup>. Students are allowed to miss two blocks of 90 minutes each. Please indicate your absence via email. Students must not miss the sessions in which the results of their work will be presented and discussed.

### *4.2 Examination Requirements*

Students will conduct their research endeavor consisting of a qualitative empirical seminar paper. Students will collect the data for the qualitative empirical seminar papers through on-site observations and/or interviews. Students are required to provide a transcript of the conducted interviews as a digital appendix of the seminar paper. Each student will conduct his or her data analysis.

**Seminar paper (part 1):** Students will write a short proposal consisting of an introduction, theoretical background, and methods to be applied (parts 1–3 of an academic paper). Students must follow the guidelines for academic work, as published on the website of the *Chair of Public and Nonprofit Management*. Evaluation criteria are (1) formal aspects, (2) content, (3) scientific language, and (4) reasoning. The proposal grade is 25% of the final grade. The proposal is due on 19 March 2025 at noon (via ILIAS). The length of the proposal should be about 1.800 words (+/-10%, including figures and tables, excluding the title page and references, in PDF or Word format). Students will get feedback on their proposal from the lecturer during individual mandatory consultation hours. They are expected to use this feedback to improve their final seminar paper (part 2).

**Seminar paper (part 2):** Based on the written proposal, students must write up the results of their empirical work in a comprehensive seminar paper (5.700 words (+/-10%), including figures and tables, excluding title page, references, and appendices). For this purpose, they must include the feedback provided on the proposal, refine the methodology section, and add sections on their data analysis, findings, discussion, and conclusion. Evaluation criteria are the same as those for seminar paper part 1. Guidelines for scientific work, as published on the website of the *Chair for Public and Nonprofit Management*, must be followed. The deadline for the final paper is 14 May 2025 at noon (one hard copy and one digital copy via ILIAS upload, as PDF format).

Table 1 gives you an overview of the examination portfolio.

Submission Type	% of final grade	Deadline (for all)
Data collection	Mandatory, not graded	Wed, 09.04.2025, noon
Seminar paper (part 1)	25%	Wed, 19.03.2025, noon
Seminar paper (part 2)	75%	Wed, 14.05.2025, noon
<b>Total</b>	<b>100 %</b>	

Table 1: Examination Portfolio MAN 710

## 5 Literature

### 5.1 Seminar Topic

- Battilana, J., Sengul, M., Pache, A. C., & Model, J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658-1685.  
<https://www.jstor.org/stable/24758270>
- Corple, D. (2024). From Human Services to “Justice Enterprises”: Reframing the Market-Mission Tension in US Organizations Serving Survivors of Commercial Sexual Exploitation. *Nonprofit and Voluntary Sector Quarterly*, 53(2), 348-371.  
<https://doi.org/10.1177/08997640231176797>
- Fitzgerald, T., & Shepherd, D. (2018). Emerging Structures for Social Enterprises within Nonprofits: An Institutional Logics Perspective. *Nonprofit and Voluntary Sector Quarterly*, 47(3), 474-492.  
<https://doi.org/10.1177/0899764018757024>
- Litrico, J. B., & Besharov, M. L. (2019). Unpacking variation in hybrid organizational forms: Changing models of social enterprise among nonprofits, 2000–2013. *Journal of Business Ethics*, 159(2), 343-360.  
<https://doi.org/10.1007/s10551-018-4047-3>
- Malhotra, A., Wright, A. L., & Jarvis, L. C. (2024). Hybridity in Nonprofit Organizations: Organizational Perspectives on Combining Multiple Logics. *Journal of Business Ethics*,

1-17.

<https://doi.org/10.1007/s10551-024-05687-y>

- Pinz, A., Englert, B., & Helmig, B. (2024). Organizing Logic Multiplicity in Hybrid Organizations: The Role of Organizational Culture. *Nonprofit Management and Leadership*.  
<https://doi.org/10.1002/nml.21617>
- Thornton, P. H., Ocasio, W., Lounsbury, M. (2012). *The Institutional Logics Perspective: A New Approach to Culture, Structure and Process*. Oxford University Press.  
<https://doi.org/10.1093/acprof:oso/9780199601936.001.0001>

## 5.2 Qualitative Research Methods

- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15–31.  
<https://doi.org/10.1177/1094428112452151>
- Howard-Grenville, J., Nelson, A., Vough, H., & Zilber, T. B. (2021). From the Editors—Achieving Fit and Avoiding Misfit in Qualitative Research. *Academy of Management Journal*, 64(5), 1313–1323.  
<https://doi.org/10.5465/amj.2021.4005>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (Third edition). SAGE Publications, Inc.
- Ritchie, J., & Lewis, J. (Hrsg.). (2014). *Qualitative research practice: a guide for social science students and researchers*. London: Sage.
- Saldaña, J. (2021). *The Coding Manual for Qualitative Researchers* (Fourth Edition). Thousand Oaks: Sage.
- Yin, R. K. (2014). *Case study research: Design and methods* (Fifth edition). Los Angeles: Sage.

## 5.3 [Quantitative Research Methods]

- Hair, J. F. (Hrsg.). (2014). *Multivariate data analysis*. Harlow: Pearson.
- Huntington-Klein, N. (2021). *The effect: An introduction to research design and causality*. Chapman and Hall/CRC.
- Shadish, W. R., Cook, T. D., & Campbell, D. T. (2001). *Experimental and quasi-experimental designs for generalized causal inference*. Boston: Houghton Mifflin.

## 6 Timetable

Last update: January 2025, changes may occur throughout the semester

Date	Time	Format & Room	Session type	Content
Wed, 19.02.2025	13:45 – 17:00	On campus Room EO 256	In-class session I	Research question and conceptual framework (including development of seminar paper themes)
Wed, 19.02.2025 – Wed, 26.02.2025		Material on ILIAS	Self-study	Preparation for data collection
Wed, 26.02.2025	13:45 – 17:00	On campus Room EO 256	In-class session II	Data collection
Wed, 26.02.2025 – Wed, 01.04.2025			Data collection	Individual data collection and transcription
Wed, 26.02.2025 – Wed, 05.03.2025		Material on ILIAS	Self-study	Preparation for data analysis
Wed, 05.03.2025	13:45 – 17:00	On campus Room EO 256	In-class session III	Data analysis
Wed, 05.03.2025 – Wed, 12.03.2025		Material on ILIAS	Self-study	Preparation for “writing up”
Wed, 12.03.2025	13:45 – 17:00	On campus Room EO 256	In-class session IV	“Writing up”
Ongoing – Wed, 19.03.2025			Self-study	Literature review and synthesis on research topic, data collection, conceptualization and writing up of seminar paper part 1
Mo, 19.03.2025	noon	examination portfolio, ILIAS	Submission	Seminar paper part 1
Tue, 25.03.2025	Individual time slots	On campus & online possible	Individual feedback	Feedback seminar paper part 1
Ongoing – Wed, 09.04.2025			Self-study	Preparation of presentation on status quo of research project (5 – 10 minutes) & open questions
Wed, 09.04.2025	13:45 – 17:00	On campus Room EO 256	In-class session V	Presenting status quo of data analysis & discussion of open questions in data analysis process
Ongoing – Wed, 14.05.2025			Self-study	Individual data analysis, synthesis and writing up of seminar paper part 2
Wed, 14.05.2025	noon	examination portfolio, ILIAS	Submission	Seminar paper part 2