

MAN 675: Selected Challenges in Nonprofit Management

Focus topic: Fundraising

Chair of Business Administration, Public & Nonprofit Management

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1 Course description

Donations from private individuals as well as from companies and foundations are one of the main sources of funding for nonprofit organisations (NPO). In the course of the internationalization of the donations market and the constantly decreasing number of donors with a simultaneous increase in the volume of donations, the competition for donations is becoming more and more intense. Against this background, a professionalization of the fundraising activities of non-profit organisations can be observed. Fundraising involves the systematic analysis, planning, implementation and control of all activities of a nonprofit organization to acquire financial or material donations. This seminar deals with the current developments in the financing and fundraising of nonprofit organizations using scientific literature. A wide range of topics will be discussed: Individual funding motives, online and offline funding mechanisms, venture philanthropy, foundation activities, and the overall role of ethics in fundraising.

2 Learning and qualification outcome

By the end of the module students will be able to:

- explain framework conditions as well as theoretical foundations of nonprofit management with regard to fundraising,
- critically discuss management challenges in the light of fundraising
- critically analyze scientific papers.

Moreover, key competences such as (online) presentation competence, working with academic papers and (online) team competences shall be acquired.

3 Organizational information

The event takes place as an eLearning seminar (100% online) and contains synchronous and asynchronous elements. Please refer to the schedule for details.

Time frame of the seminar: 02nd October, 2020 until 20th of November, 2020

Deadlines: See timetable page 6 for details

Form of assessment: Video of scientific paper presentation (group work; 25 %), poster on fundraising campaign (group work; 25 %), written seminar work (individual work; 50 %)

Registration: This term there is no central registration. All students interested are invited to join the first session.
IMPORTANT NOTE: Due to the examination portfolio and group assignments a binding examination registration is mandatory until Wed, 07 October, 2020.

Course materials: ILIAS

Credits: 6 ECTS (= 180 working hours: input sessions (synchronous and asynchronous) attendance of seminar (about 25)
+ preparation for sessions (about 40)
+ preparation and recording of presentation of scientific paper (about 25)
+ analysis and creation of poster about fundraising campaign (about 25)
+ writing seminar paper (ca. 55))

Contact details

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Office Hours: By Appointment

4 Course Details

The seminar starts on Tuesday, October 02, 2020, and will take place as eLearning in the digital space. There are both synchronous event elements at fixed dates and times and asynchronous elements with content made available online (by lecturer and seminar participants), which are to be work on until a certain deadline. The topics covered include the financing of nonprofit organizations, current developments in fundraising, classic and new fundraising instruments as well as different contexts of fundraising. The exact course of the seminar can be found in the timetable on page 6.

4.1 *General Requirements of the Students*

The contents of the seminar will be largely based on current scientific literature. Besides the input of the lecturer, the presentation of scientific articles, their critical discussion and interactive elements (discussion sessions) are essential parts of this seminar. A special feature of the eLearning format is the mixture of synchronous and asynchronous elements. Consequently, a thorough preparation, good time management and self-discipline as well as an active participation of the students are expected. The course language is English. Also, the current scientific literature on fundraising in nonprofit organizations is in English. Therefore, mastery of the English language is a basic requirement for participation in the course.

Due to the remote nature of the class a solid internet connection during synchronous sessions is required (for Zoom-sessions participation by telephone is also possible). A functional microphone is mandatory, other technical equipment, e.g. webcams, recording software, are optional.

Prerequisite for a successful completion of the seminar is regular attendance. Excused absence during seminar sessions is allowed for a maximum of 180 minutes.

4.2 *Proof of Performance and Requirements for the Examination Portfolio*

The proof of performance consists of the presentation of a scientific article (25 points), the analysis and poster creation of a fundraising campaign (25 points) and a written seminar work (50 points). The exact requirements for the individual components of the examination portfolio are presented under 4.3. Table 1 gives an overview of the examination portfolio. Details for each part of the portfolio are given below.

Table 1. Examination portfolio MAN 675, fall term 2020

| What | Medium | Scope | Modus | Points |
|--------------------------------|-------------------------------------------------|--------------------|---------------------|---------------|
| Scientific paper presentation | Video (slides with tone; moving image optional) | max. 15 min. | Group work of two | 25 |
| Poster on fundraising campaign | Digital poster | 1 poster/ group | Group work of three | 25 |
| Seminar work | Text | 15 pages | Individual work | 50 |
| Total | | | | 100 |

4.2.1 Requirements for the Presentation of a Scientific Article

The students present one current scientific article each in groups of two. They should prove that they are able to understand scientific articles and discuss them critically. The students should present a summary of the most important parts of the scientific text. These include the research objective, the theoretical and conceptual background, the methodology and central results. Furthermore, students should critically discuss the potential and limitations of the scientific article.

The presentation of a scientific text is a recording of a PowerPoint presentation and should not exceed 15 minutes and be in English. When recording, students are free to choose whether to record only the spoken word or additionally the moving image. It should be made clear who of the two students contributed what part to the presentation.

The allocation of the scientific texts and the working groups will be conducted randomly by the lecturer after the first event and will be communicated via ILIAS.

Understanding of the scientific article, critical discussion and clarity of the presentation will be evaluated.

4.2.2 Requirements for the Analysis and Poster Creation of a Fundraising Campaign

In groups of three, students are to examine the fundraising activities of a nonprofit organization in general and a specific fundraising campaign of this organization. The students should display the results of their research on a digital poster. The poster will be presented by each member of the group in an online poster session, divided into different small groups to other students in a short presentation of a maximum of five minutes. Afterwards all posters will be made available to all students on a digital pin board. The central sources are to be identified. The allocation of the organizations and the groups of three will be done randomly after the first event by e-mail and via ILIAS.

Assessment criteria of the poster are the content, structure, transparency of information as well as readability.

4.2.3 Requirements for the Written Seminar Work

Goal of the seminar work is to reflect the student's ability to critically – and in written form – discuss the practical fundraising management challenges of one particular nonprofit organization on the basis of topic-specific theoretical-conceptual foundations. To support this process, students should make use of existing scientific management literature. Students can select one out of three to five different guiding questions and choose any nonprofit organization, including one of the organizations analyzed for the poster session.

The seminar work has to be in accordance with the guidelines provided by the Chair for Public and Nonprofit Management (see homepage).

The scope is 15 pages. The outline includes: introduction (motivation of problem, research question and work outline (about 1 page)), theoretical concepts and current scientific knowledge on problem (about 3 pages), description of the selected nonprofit organization (about 1 page), presentation of particular fundraising aspect (about 3 pages), discussion of particular aspect in light of theoretical framework (about 4 pages), management implications for NPO and future research (about 1 page), summary (about 1 page). Plus, an individual reflection (1 page: what did you learn from this seminar work about nonprofit fundraising?) is to be included (not part of the grading).

Assessment criteria are the content – in particular the critical discussion of a real-life fundraising challenge in light of suitable theoretical concepts -, systematic approach, scientific language, and formal aspects of the thesis.

5 Literature

Handy, F., & Russell, A. (2018). *Ethics for Social Impact: Ethical Decision-Making in Nonprofit Organizations*. SpringerLink Books.

Helmig, B. & Boenigk S. (2020). *Nonprofit Management*. München: Vahlen.

Helmig, B., Ingerfurth, S., & Pinz, A. (2014). Success and failure of nonprofit organizations: theoretical foundations, empirical evidence, and future research. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25, 1509-1538.

7 Timetable

| Date | Time | Place | Session | Content |
|----------------------------------|---------------|-----------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Fr, 02.10.2020 | 10:15 - 11:45 | Zoom | Kick-off | Administration, introduction |
| <i>Wed, 07.10.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline signing up for seminar and examination portfolio</i> | |
| Fr, 09.10.2020 | any | any | Start group projects 1 & 2 | Assignment of groups for project 1 and research articles (project 1) and of groups for project 2 and nonprofit organization |
| Fr, 02.10.2020 - Wed, 14.10.2020 | any | ILIAS | Input videos on theoretical foundations | |
| <i>Wed, 14.10.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline watching input on theoretical foundations</i> | |
| Fr, 16.10.2020 | 10:15 - 11:45 | Zoom | Team session | Discussion input, giving and receiving feedback |
| <i>Mon, 26.10.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline group project 1: Presentation</i> | |
| <i>Wed, 28.10.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline watching presentations sessions 1 & 2; upload peer feedback</i> | |
| Fr, 30.10.2020 | 10:15 - 11:45 | Zoom | Paper session 1 | The individual: Motives and mechanisms of donors |
| | 13:45 - 15:15 | Zoom | Paper session 2 | The nonprofit organization: Strategies and relationship fundraising |
| <i>Wed, 04.11.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline watching presentations sessions 3 & 4; upload peer feedback</i> | |
| Fr, 06.11.2020 | 10:15 - 11:45 | Zoom | Paper session 3 | The corporate world: Corporate giving, sponsoring, venture philanthropy and foundations |
| | 13:45 - 15:15 | Zoom | Paper session 4 | The online realm: Crowdfunding and online fundraising |
| <i>Wed, 11.11.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline watching presentations sessions 5; upload peer feedback</i> | |
| Fr, 13.11.2020 | 10:15 - 11:45 | Zoom | Paper session 5 | The moral: Ethics and stuff |
| | 13:45 - 15:15 | Zoom | Practitioner talk | |
| <i>Mon, 16.11.2020</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline group project 2: Poster</i> | |
| Fr, 20.11.2020 | 10:15 - 11:45 | Zoom | Poster session | |
| | 13:45 - 15:15 | Zoom | | |
| | 15:30 - 17:00 | Zoom | Wrap up session | Summary seminar, Q&A for seminar paper |
| <i>Mon, 25.01.2021</i> | <i>noon</i> | <i>on ILIAS</i> | <i>Deadline individual work: Seminar paper</i> | |

Status: August 2020, changes are possible