

**HWS 2023**  
**MAN 675: Selected Challenges in Nonprofit Management**  
**Focus topic: Fundraising**  
*(Last update: August 2023)*

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*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 organizations (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 getting more and more intense. Against this background, a professionalization of the fundraising activities of non-profit organizations 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 regarding fundraising,
- critically discuss management challenges in the light of fundraising
- critically analyze scientific papers.

Moreover, key competencies such as presentation skills, working with academic papers, and team competencies shall be acquired.

## 3 Organizational information

Time frame of the seminar: 04<sup>th</sup> of September 2023 until 06<sup>th</sup> of November 2023

Deadlines: See timetable page 6 for details

Form of assessment: Scientific paper presentation (group work; 25 %),  
poster on fundraising campaign (group work; 15 %),  
written seminar work (individual work; 60 %)

Registration: This term there is no central registration. All students interested are invited to join the first kick-off session.  
**IMPORTANT NOTE: After the first session due to the examination portfolio and group assignments a **binding examination registration is mandatory until Sunday, 10.09.2023, noon via ILIAS.****

Course materials:	ILIAS
Credits:	6 ECTS (= 180 working hours: input sessions (synchronous and asynchronous) attendance of seminar (about 25) + preparation for sessions (about 30) + preparation and presentation of scientific paper (about 35) + analysis and creation of poster about fundraising campaign (about 25) + writing seminar paper (ca. 65))

#### **Contact details**

Lecturers:	Ludwig Uhl & Jonas Bruder
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Office Hours:	By Appointment

## **4 Course Details**

The seminar starts on Monday, 04.09.2023. The seminar consists of input sessions where the lecturers will provide key topics on the seminar topics, paper presentations by students, and poster presentations by students. 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 lecturers, the presentation of scientific articles, their critical discussion, and interactive elements (discussion sessions) are essential parts of this seminar. 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.

The 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 the poster creation of a fundraising campaign (15 points), and a written seminar work (60 points). The exact requirements for the individual components of the examination

portfolio are presented in the following sections. Table 1 gives an overview of the examination portfolio.

**Table 1. Examination Portfolio MAN 675, Fall Term 2023.**

<b>What</b>	<b>Medium</b>	<b>Scope</b>	<b>Modus</b>	<b>Points</b>	<b>Deadline (for all)</b>
Scientific paper presentation	Presentation	max. 15 min.	Group work of two	25	Thursay, 05.10.2023, noon
Poster on fundraising campaign	Poster	1 poster/group	Group work of three	15	Thursday, 02.11.2023, noon
Seminar work	Text	12 pages	Individual work	60	Monday, 15.01.2024, noon
<b>Total</b>				<b>100</b>	

#### **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 the central results. Furthermore, students should critically discuss the potential and limitations of the scientific article.

The presentation of a scientific text is a PowerPoint presentation and should not exceed 15 minutes and be in English. It should be made clear which of the two students contributed what part to the presentation.

The allocation of the scientific texts and the working groups will be conducted by the lecturer according to content preferences submitted with the “Form for seminar registration and theme preferences” until Sun, 10.09.2023, noon via ILIAS, 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 poster. The poster will be presented by each member of the group in a poster session, divided into different small groups for other students in a short presentation of a maximum of five minutes. Afterward, all posters will be made available to all students. The central sources are to be identified. The allocation of the organizations

and the groups of three will be done according to content preferences during the session on Monday, 18.09.2023.

The assessment criteria of the poster are the content and link to theoretical/conceptual foundations, structure, transparency of information as well as readability.

#### 4.2.3 Requirements for the Written Seminar Work

The 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 two guiding questions and choose any nonprofit organization, including one of the organizations analyzed for the poster session.

The seminar work must be in accordance with the guidelines provided by the Chair for Public and Nonprofit Management (see website Chair and on ILIAS).

The scope is 12 pages. The outline includes an introduction (motivation of problem, research question, and work outline (about 1 page)), theoretical concepts and current scientific knowledge on the problem (about 1 ½ – 2 pages), description of the selected nonprofit organization and conduct of (about 1 ½ pages), presentation of particular fundraising aspect (about 2 – 2 ½ pages), discussion of particular aspect in light of theoretical framework (about 3 – 4 pages), management implications for NPO and future research (about 1 page), summary (about ½ 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.

## 6 Timetable

Last update: August 2023, changes may occur

Date	Time	Place	Session	Content
Mon, 04.09.2023	13:45 – 15:15	O226-28	Kick-Off	Administration, introduction
<i>Sun, 10.09.2023</i>	<i>noon</i>	<i>on ILIAS</i>	<i>Deadline signing up for seminar and examination portfolio</i>	
Mon, 11.09.2023	13:45 – 15:15	O226-28	Team session 1	Input: Introduction to nonprofit organizations, fundraising, and the fundraising market Start group project 1: Assignment of groups project 1 and article
	15:15 – 17:00			
Mon, 18.09.2023	13:45 - 15:15	O226-28	Team session 2	Input: Revenue diversification Q&A paper presentations Start group project 2: Assignment of groups project 2 and NPO
<i>Thur, 05.10.2023</i>	<i>noon</i>	<i>on ILIAS</i>	<i>Deadline group project 1: Presentation</i>	
Mon, 09.10.2023	13:45 – 15:15	O226-28	Paper session 1	The individual: Motives and mechanisms of donors
	15:30 – 17:00		Paper session 2	The nonprofit organization: Strategies and relationship fundraising
Mon, 16.10.2023	13:45 – 15:15	O226-28	Paper session 3	The corporate world: Corporate giving, sponsoring, venture philanthropy and foundations
	15:30 – 17:00		Paper session 4	The online realm: Crowdfunding and online fundraising
Mon, 23.10.2023	13:45 – 15:15	O226-28	Paper session 5	The online realm: Crowdfunding and online fundraising
	15:30 – 17:00		Paper session 6	The moral: Ethics and stuff
<i>Thur, 02.11.2023</i>	<i>noon</i>	<i>on ILIAS</i>	<i>Deadline group project 2: Poster</i>	
Mon, 06.11.2023	13:45 – 15:15	O226-28	Poster session	
	15:30 – 17:00			
	17:15 - 18:45		Wrap-Up	Summary seminar, Q&A for seminar paper
<i>Mon, 15.01.2024</i>	<i>noon</i>	<i>on ILIAS</i>	<i>Deadline individual work: Seminar paper</i>	