Policy, Politics and NPOs

The aim of this module is to support learners to critically examine the relationship between the non-profit sector and systems of political decision-making at Irish and EU levels drawing on theories and concepts related to social justice and social change. From a global perspective learners will examine the role of NPOs as actors in global development assistance. In recent years there has been growing political and theoretical focus upon the contribution of NPOS to Irish society. Increasingly the government looks to NPOs to assist in providing solutions to social problems and at the same time NPOs seek to enhance the accountability and transparency of local and national government policies. Learners will critically examine the effectiveness of NPOs in fostering civic values and participation, monitoring government, and informing public policy. Learners will critically reflect upon the diverse values and interests of NPOs and the means by which these values are communicated to the political system through political advocacy. The module will apply a social justice lens in reflecting upon decision-making structures and processes within non-profit organisations as well as in the political system. Finally through examining the effectiveness of various strategies and approaches learners will gain the knowledge and skills to engage in policy advocacy work.

Learning Outcomes:
On successful completion of this module the learner will be able to
1. Assess the key institutions and actors which make up the broad political context in which the non-profit sector operates at national and EU levels
2. Assess the role of Irish non-profit organisations in development assistance
3. Compare theories of social justice as they relate to power and democracy and critically reflect upon their relevance to the organisation and operation of non-profit organisations engaged in policy advocacy work
4. Assess the potential of new developments and standards in creating value and promoting effective practice in the nonprofit sector
5. Appraise the values, aims and approaches of non-profit sector organisations engaged in policy advocacy
6. Assess the effectiveness of the various tools and approaches utilized in influencing policy-makers and public opinion.
7. Evaluate community development/ community action principles and processes in generating social capital and in influencing policy
8. Assess the planning, implementation, and evaluation stages of an initiative to support your organisation using the Theory of Change or Logic Model

Indicative Content
1) Key theories
   Social Justice, Social Change, Power and Policy
2) Central concepts
   Charity, philanthropy, gender balance, volunteering, voluntary and community organisations, non-governmental organisations, non-profit, civil society, social capital, social enterprise, social entrepreneurship, and corporate citizenship
3) Policy-making in action
   Relevant Institutions-Actors and Processes at Irish and EU levels; Global (CIVICUS) and EU(Concord) confederations.
4) The Advocacy Role of Non-Profit Organisations
   Values, Aims and Approaches; Organisational behaviour, governance and accountability
5) Voluntarism and volunteers
   Values and Volunteering, Volunteer Management
6) Community development principles and processes
   Empowerment, participation Inclusion, equality of opportunity and anti-discrimination, Self-determination, Partnership
7) The Art of Influencing: Assessing the Effectiveness of Skills
   Tools and Strategies for influencing Public and Political Opinion
8) New developments and standards
   The Charities Act 2009, Statement of Guiding Principles for Fundraising, Governance Code and the establishment of the Charities Regulatory Authority
9) Theory of Change Toolkit
   Research, planning, collaboration, monitoring, and evaluation
Leadership and Change Management

The purpose of this module is to enable participants to understand and critique theories and practices of leadership and change management. This is achieved by assessing how leadership skills can be enhanced, by evaluating the key elements of strategic thinking and by appraising how change can be implemented in organisations. It seeks to move beyond simple managerialist views by integrating recent developments in organizational thinking with the dual challenges of organizational leadership and change management. The integration of both theory and practice is central.

Learning Outcomes:

On successful completion of this module the learner will be able to
1. Appraise modern approaches to managing organisations
2. Assess leadership theories and their application to professional settings
3. Appraise contemporary management styles and approaches
4. Evaluate criteria for effective approaches to Change Management and Leadership
5. Recommend strategies for effective and inclusive change management in NPOs
6. Assess specific leadership challenges in NPOs
7. Justify the need for innovation and organisational change within NPOs

Indicative Content

1) Leadership Theory and Practice
Diagnosing and confronting critical leadership issues. Understand leadership philosophy, context, culture, human resource, and styles.

2) Management – A Framework for Success in NPOs
Identify and explore effective management styles, coalition building, networking, team building, mission and vision.

3) Decision Making
Improving the decision making process: ethics, values, agenda setting, participation, perception and power.

4) Managing Change
Transactional leadership vs. Transformational leadership. The role of leadership in managing change. Organisational change and restructuring. Planning, politics, motivation and self-care.
Strategic Management

The purpose of this module is to provide the course participants with the skills and knowledge to be able to demonstrate an understanding of the key concepts in relation to Strategic Management applicable to the NPO sector. The module aims to develop skills in strategic thinking and provide an insight into the processes involved in the formulation and implementation of strategy. In addition, the module supports the course participant with an appreciation of current developments in strategic management and the impact on the NPO sector.

Learning Outcomes:
On successful completion of this module the learner will be able to
1. Assess the role of strategic management in NPOs
2. Ascertain current developments (research and practice) in Strategic Management
3. Measure the application of these strategic management concepts to the course participant’s organisation, in terms of a project based approach, as depicted below.
4. Evaluate the pertinent concepts of strategic management and develop critical thinking skills in relation to strategy and the impact of issues such as, for example, innovation and social entrepreneurship on strategy formulation and implementation.
5. Recommend the components for effective implementation of strategy
6. Ascertain the issues in relation to managing the internal organisation to promote better strategy execution

Indicative Content
1) The dynamics of strategic management
The importance of strategic management, the tasks of strategic management, strategic analysis (internal and external), establishing an effective organisation vision for the future, strategy formulation, critical success factors to effective strategic planning.

2) Key issues in thinking and acting strategically
Participation and involvement in the strategic management process, clarifying organisation mandates and mission, identification of strategic issues facing the organisation, formulating and adopting strategies and plans to manage the issues, implementing strategies successfully, monitoring and reassessing the strategic plan.

3) Key issues in the strategic management process for the NPO sector
The role of innovation, defining innovation, the scope and parameters of innovation in the NPO sector, innovation in service delivery: the critical issues, instilling a culture of innovativeness in the organisation, future developments in innovation, the way forward.

4) The role of Social Entrepreneurship
Defining Social Entrepreneurship, the scope and parameters of Social Enterprise in the NPO sector, developing the social Enterprise at the level of the firm: the critical success factors, embedding Social Enterprise into the strategic fabric of the organisation.

5) The implementation phase of strategic management
Organisation structure, organisation processes and procedures, the role of culture, strategic leadership (roles and skills), the impact of leadership on vision, values and culture, leading strategic change.
Financial & Performance Management

NPOs play a vital role in the delivery of essential services and supports. The purpose of this module is to support the course participants in understanding the key financial management concepts applicable to the NPO sector. In particular, the module will look at how managers can ensure the financial stability of the organisation and how it can measure its success in meeting the needs of its stakeholders.

Learning Outcomes:
On successful completion of this module the learner will be able to
1. Critique the role of Finance in NPOs;
2. Ascertain current developments (research and practice) in Financial Management, and evaluate the application of financial management approaches and techniques;
3. Assess the financial stability of the organisation
4. Measure the long term costs and benefits of investment decisions through the use of Social Return on Investment;
5. Evaluate the financial and non-financial performance of NPOs;

Indicative Content
1) Financial Analysis in Nonprofit organisations
   Principles of accounting and reporting requirements; Understanding financial statements; Financial analysis; Liquidity and managing cash flow, Financial tools for informed decision making

2) Budgeting
   Budgeting as part of the planning process; Types of budgets; Budget preparation;

3) Performance Management
   Measuring performance; developing a performance management system

4) Social Return on Investment
   Identifying costs and benefits; time value of money
Social Marketing

Social marketing is a perspective on marketing theory which places emphasis on social responsibility and the needs of society or individual communities.

Social marketing describes the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify or abandon behaviour, for the benefit of the individual, groups or society as a whole. This module will examine and critique social marketing theory and practice in the social, political and public arenas. Course participants will come to appreciate the differences between marketing theory and practice in commercial and non-for-profit settings. Participants will have the opportunity to apply their theoretical knowledge in applied projects.

Learning Outcomes:
On successful completion of this module the learner will be able to
1. Appraise the role of social marketing in society.
2. Critically evaluate the theory and practice of social marketing.
3. Assess the context in which social marketing initiatives are planned.
4. Explain the challenges inherent in resourcing and implementing social marketing campaigns or programmes.
5. Justify the development and implementation of a social marketing strategy in a not-for-profit context.
6. Measure the effectiveness of social marketing initiatives using a variety of marketing performance metrics.

Indicative Content

1) The Nature of Social Marketing
In this introductory section of the module, the contribution of key theorists in social marketing including Andreasson, Kotler and Zaltman and Kotler and Levy will be examined and critiqued. This examination will lead to an outline and elaboration of contemporary issues in social marketing. This introductory section will conclude with a comparative analysis of the differences between commercial marketing theory and practice and social and not-for-profit marketing theory and practice. As with all sections in this module, particular attention will be paid to the impact of digital technologies on marketing practice.

2) Social Marketing Practice: Analysis and Decision-making.
In this section, participants will focus on the analysis and decision-making roles of the social marketer. The marketing elements in the social marketing context will be explored and participants will learn how to conduct an analysis of the marketing environment and a segmentation, targeting and positioning analysis. The elements of the social marketing mix will be examined and participants will use a variety of decision-making models and approaches to develop a marketing programme for a not-for-profit organisation.

3) Developing a Social Marketing Strategy
In this section of the module, participants will concentrate on developing a social marketing strategy. They will assess the requirements for effective marketing strategies that respond to the needs of individuals, societies and communities.

4) Implementing and measuring social marketing strategies
The final section in the module will focus on developing plans to implement social marketing programmes. Participants will prepare a marketing plan for a not-for-profit organisation. Particular attention will be paid to the use of marketing metrics to evaluate success. In addition, the challenges of implementing, evaluating and controlling the marketing function within the not-for-profit setting will be assessed.
Governance

NPOs play a vital role in the delivery of essential services and supports. The purpose of this module is to support the course participants in understanding the key governance concepts applicable to the NPO sector. In particular, the module will look at how managers can ensure the long-term success of the organisation through good governance. In addition, the importance of good governance practices will be ascertained and key elements of governance will be measured and assessed.

Learning Outcomes:
On successful completion of this module the learner will be able to
1. Critique the role of governance in NPOs;
2. Ascertain current developments (research and practice) in governance;
3. Assess the governance standards in the organisation
6. Assess the importance of good governance practices in NPOs

Indicative content

Governance
Complexity of governance in NPOs; Legal framework for governance; Identifying stakeholders; Mechanisms to ensure good governance
Human Resource Management

The purpose of this module is to support the course participants in understanding the key concepts in relation to the core human resource management issues applicable to the NPO sector. The module aims to develop skills in HRM and provides an insight into the processes involved in the formulation and implementation of HR skills audit.

Learning Outcomes:

On successful completion of this module the learner will be able to

1) Evaluate the role of people management in NPOs.
2) Appraise current developments (research and practice) in people management in the NPO sector.
3) Assess the pertinent concepts of human resource management and develop critical thinking skills in relation to human resource management and the impact of issues such as, directing divisions and managing departments, teams, managing service volunteers, managing people across global settings, managing different types of organisations and developing a learning organisation.
4) Choose the pertinent issues in relation to managing change and the characteristics of the change management process.
5) Recommend ways of developing a learning organisation.
6) Assess ways of harnessing engagement and increase the value of psychological contracts.

Indicative Content

1) Directing divisions and managing departments
   Management at different levels of the organisation, learning directorship skills, managing the division, managing paid staff and service volunteers, human resource development within the department.
2) Managing people and teams
   Developing people and teams, enhancing the performance of teams, delegating work and empowering people, dealing with poor performers
3) Managing different organisation settings
   Organisation life cycle, classifying organisations, managing service provisions organisations, managing mutual support organisations, managing campaigning organisations, managing across national boundaries: international and global NPOs
4) Managing change
   Managing change: essential skills development, change management concepts, characteristics of the change management process, staging change management initiatives, skills of change management leader, dealing with resistance
5) Creating a learning organisation
   Encouraging learning throughout the organisation, developing individual learning from one to ones and performance measures, encouraging coaching, mentoring and shadowing, encourage terms learning