# Management of welfare organisations

## Prof. Laura Maria Ferri, Dr. Lorenza Lorenzetti

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to provide students with the basic knowledge required to understand the complexity of the different economic actors, their social role, and their possible contribution to the improvement of people’s quality of life and well-being. The course aims to train students able to analyse the logics at the basis of business behaviour and choices, assess the different interests converging towards organisations, and evaluate the social and environmental effects – both positive and negative – that may derive from the management of business processes and activities.

For this purpose, module 1 will be focused on the enterprise, defined as an institute carrying out an organised economic activity aimed at the production and/or exchange of goods and services on the market. In particular, the course aims to: 1) understand how enterprises are at the centre of a multitude of converging interests and needs, that they must take into account while managing and carrying out their activities; 2) outline the ongoing trends defining hybrid business models, in which the economic and social objectives are increasingly integrated; 3) learn the logics at the basis of the functioning of an enterprise, analysing the main strategic areas that characterise it.

Module 2 continues the analysis of economic actors, drawing the attention on nonprofit organisations (NPOs), that is to say nonprofit-making bodies pursuing social and/or environmental goals of common interest and utility. In particular, the course aims to: 1) study the fundamental aspects of nonprofit economy, illustrating its main features, with a focus on nonprofit activities in formal organisations; 2) offer an overview of the nonprofit sector, and the types of nonprofit businesses; 3) Know and understand the key aspects of the dynamic of nonprofit economy, therefore the operating logics and the main strategic areas that distinguish it.

*Knowledge and understanding*

At the end of the course, students will be able to understand the social role of organisations, with a focus on enterprises and NPOs. In particular, their newly-acquired knowledge will allow them to assess the role of these organisations in the promotion of a sustainable social and environmental development over time, and analyse the social and environmental effects deriving from their operations and the pursuit of their organisational targets. During module 1, students will understand which logics guide the definition of business behaviours, learning to analyse and define the elements at the basis of business strategy. During module 2, instead, they will understand the economic aspects of nonprofit organisations, their relative distinctive features and functioning mechanisms, also with regard to the Italian law in this field.

*Ability to apply knowledge and understanding*

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

* use the fundamental principles and the terminology of Business economics;
* analyse the key elements that define organisations and their functioning;
* apply what they have learnt in class to the analysis of a company, learning to understand the complexity of a real situation and develop a critical judgment;
* analyse the economic and social role of the different organisations, assessing their ability to develop positive impacts and contribute to social progress;
* assess the problems related to the functioning of enterprises and NPOs, that may limit their capacity to contribute to sustainable development and the response to stakeholders’ needs.

***COURSE CONTENT***

Module 1: *Business economics* (Prof. Laura Maria Ferri)

The module explores the topics of Business Economics and is divided into a first part carried out remotely and a second part taking place in class.

During the first part – *carried out remotely* – the course will focus on the concepts required to understand the economic activity and the organisations that carry it out, in order to provide students with the basic knowledge they need to study the following subjects. In particular, it will explore these topics: the economic activity, business liability, social innovation and the new business models. During the second part – taking place in class – the course will introduce the Business Model Canvas, a visual model that is useful to identify and analyse the elements on the basis of which a business strategy is defined, that will be integrated with the evaluation of the social benefits and costs deriving from the fulfilment of the economic activity.

Module 2: Management of nonprofit organisations (NPOs) (Dr. Lorenza Lorenzetti)

The module introduces the topics related to the management of nonprofit organisations and, as the previous module, will be divided into a fist part, carried out remotely, and a second part taking place in class.

The first part will discuss the concepts, the logics, and the models of reference to understand the correct functioning of these organisations, analysing how economic and non-economic targets combine in the pursuit of institutional goals.

The second part, instead, will be focused on a more operational level, analysing management systems and tools, the most common issues, and the opportunities offered by the latest changes.

***READING LIST***

For Module 1

* Coda, V. (2020). Lo scopo dell’impresa, Impresa e progetto, n.3, DOI: 10.15167/1824-3576/IPEJM2020.3.1301 (excluding paragraphs 3.1, 3.4, 4) *[PDF available on BB and downloadable from the Unicatt library system, also through scholar.google.com]*
* Borzaga, C. (2009). L’impresa sociale, in Bruni, L. and Zamagni, S. (edited by), p. 516-526S. *[PDF available on BB and downloadable from the Unicatt library system, also through scholar.google.com]*
* Di Cesare, P. and Ezechieli, E. (2017). Le Benefit Corporation e l’evoluzione del capitalismo, in Fasan, M. and Bianchi, S. (edited by) (2017). L’azienda sostenibile. Trend, strumenti e case study, p. 56-79. *[PDF available on BB and downloadable from the Unicatt library system, also through scholar.google.com]*
* Serio, L. (2020). I Business Model e la loro trasformazione: il quadro teorico e i fattori evolutivi (capitolo 13), in Baroncelli-L. Serio, Economia e gestione delle imprese, Mc Graw Hill, 2020 (2nd edition). *[PDF available on BB, with permission of the author]*

For Module 2:

- BORZAGA, C. e FAZZI, L. (2008) Governo E Organizzazione Per L’impresa Sociale. Carocci editore ISBN 975-88-480-4726-0 (Chap. 1, 2, 3, 14)

- BANDINI, F. (2013) Economia E Management Delle Aziende Non Profit E Delle Imprese Sociali ISBN 978-88-13-32820-7 (Chap. III,V, VI, VII)

***TEACHING METHOD***

Both modules are delivered in a blended mode, with a first part carried out remotely through recorded videolectures and a second part taking place in class.

During the first remote part, the videolectures will discuss the concepts, the theories, and the models of reference, and will be supported by short exercises or group works.

During the second part, taking place in class, the lectures will be mainly frontal, but characterised by a broad engagement of students thanks to short exercises in class, discussions, presentations of works, promoting, on one hand, the active participation and, on the other hand, the possibility to apply the contents learnt in class, as well as the debate with the lecturer and other colleagues.

***ASSESSMENT METHOD AND CRITERIA***

Both modules will be based on two assessment methods: the first one will take into account the participation to the group work, which is different for the two modules (40%), and a final written test (60%); the second one will include a final written test with additional specific questions, aimed to evaluate the acquisition of the knowledge and skills developed through the participation to the group work of the first assessment method.

The group works are designed to give students the possibility to acquire knowledge related to business management, integrating what they have discussed in class, and aimed to evaluate the ability to analyse business dynamics in a real context.

With regard to the written tests of the two modules, students will have the possibility to take them on official exam dates, which means either both on the same date or on different occasions. In order to pass the exam, students will have to pass the tests of both modules obtaining a mark of 18/30 or higher in each of them. The final mark will result from the arithmetic average between the two modules. The mark obtained in the test of a single module must be integrated by the other test on the official exam dates of the same academic year and, therefore, no later than the last official exam date of January/February 2024. After this time limit, students will have to take the tests of both modules again, according to the instructions specified.

Further information will be provided in the detailed syllabi of the single modules, that will be made available on Blackboard at the beginning of the module.

***NOTES AND PREREQUISITES***

The course will be based on the use of Blackboard, so students are invited to get their password and check the dedicated page, as well as verify the correctness of the registered email address so that they will not miss important communications from the lecturers.

The course will be based on lectures and teaching material both in Italian and in English.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.