

## **COURSE SPECIFICATION DOCUMENT**

<b>Academic School / Department:</b>	Richmond Business School
<b>Programme:</b>	Master of Business Administration
<b>FHEQ Level:</b>	7
<b>Course Title:</b>	NGO Strategy, Governance and Leadership
<b>Course Code:</b>	MGT 7108
<b>Total Hours:</b>	200 (standard 4 credit MA course)
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
<b>Credits:</b>	20 UK CATS credits 10 ECTS credits 4 US credits

### **Course Description:**

This course equips future leaders in non-profit and third sector organisations, with the knowledge and skills to lead and manage businesses addressing critical social, environmental, and economic challenges. It explores the diverse range of NGOs and third sector organizations, from community-based organisations to global players. It examines their governance structures, funding models, and operational strategies. Through case studies, guest lectures, and interactive workshops, students gain practical insights into program development, fundraising, impact measurement, and ethical leadership in the non-profit sector.

### **Prerequisites:**

**None**

### **Aims and Objectives:** This course aims to:

- develop a comprehensive understanding of the third sector landscape, including its diverse organizational forms and roles in society
- equip students with the analytical and managerial skills needed to effectively lead and govern non-profit organizations
- foster critical thinking about the social impact of the third sector and its contribution to addressing global challenges
- cultivate ethical leadership and responsible decision-making in a resource-constrained environment.

### **Programme Outcomes:**

**MBA:**

A1, A5, B1-5, C1, C3, D1, D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by Registry and found at:  
<https://www.richmond.ac.uk/programme-and-course-specifications/>

**Learning Outcomes:**

By the end of this course, successful students should be able to:

- Define the key characteristics and types of NGOs and third sector organizations.
- Analyze the governance structures, funding models, and operational challenges of non-profit organizations.
- Apply strategic management principles to program development, resource allocation, and impact measurement.
- Develop effective fundraising strategies to secure funding from diverse sources.
- Evaluate the ethical dimensions of non-profit leadership and decision-making and their role in addressing social justice issues and promoting sustainable development
- Communicate effectively about the mission, impact, and value proposition of a non-profit organization.

**Indicative Content:**

- The historical and contemporary context of the Third Sector.
- Key actors, and theoretical underpinnings of NGOs and the Third Sector
- Mission, Vision, Values and Impact of NGOs
- Strategy development in the NGO and Third Sector
- Management principles in the context of resource mobilization
- Fundraising and financial management in the NGOs and Third Sector
- Impact measurements for NGOs and the Third Sector
- Criticism and Challenges for NGOs and Third Sector
- Stakeholder engagement including volunteers, donors, beneficiaries and government agencies.
- The role of NGOs in addressing social justice issues and promoting sustainable development

**Assessment:**

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

**Teaching Methodology:**

- Interactive lectures: Engaging presentations with real-world examples and case studies.
- Guest speaker sessions: Insights from practitioners and leaders in the non-profit sector.
- Group discussions and seminars: Collaborative learning and critical analysis of complex issues.
- Case studies: Applying theoretical concepts to practical scenarios.

**Indicative Text(s):**

- Anheier, H. K. & Toepler, S. (2022). *Nonprofit organizations: Theory, management, policy*. London: Routledge.
- Dicke, L. A., & Ott, J. S. (Eds.). (2023) *Understanding nonprofit organizations: Governance, leadership, and management*. London: Routledge.
- Missoni, E., & Alesani, D. (2023). *Management of International Institutions and NGOs: Insights for Global Leaders*. 2<sup>nd</sup> edn. London: Routledge.

**Journals**

International NGO Journal

International Journal of Non-Government Organisations and Essays (IJNGOE)

NonProfit Management and Leadership

Voluntas: International Journal of Voluntary and Nonprofit Organizations

**Web Sites**

<https://www.ncvo.org.uk>

<https://reachvolunteering.org.uk>

<https://www.thirdsector.co.uk>

<https://www.ngoconnect.net>

See syllabus for complete reading list

**Change Log for this CSD:**

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Annual updates	June 2023	
Total Hours Updated	May 2024	
