



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## COURSE SYLLABUS

### Management of Social Enterprise and Non Profit Organizations

2122-2-E3901N077

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#### Learning objectives

The course aims to present the main characteristics of non-profit organisations and social enterprises in the Western, European and Italian context. In particular, it will focus on the forms of their social, cultural, political and economic roots.

The aim of the course is to understand the most common social, economic and work dynamics in these organisations: strategic choices of social and economic positioning, relations with users, citizens and public and private institutions in the territories, workers and volunteers, and organisational forms.

#### Contents

- Humanitarian and solidarity organisations in the pre-modern period
- Early forms of interaction with public intervention by states
- Mutual and cooperative experiences
- Mobilisations and movements for social rights
- The first forms of public welfare state

- The welfare state in the 20th century
- Associations during the 'glorious thirty years' period
- The movements of the 1970s and 1980s
- The emergence of new Third Sector actors
- The forms of institutionalisation of the Third Sector
- Professionalisation
- Mutual accommodation
- Economic crises and the responses of organisations
- Forms of social innovation
- Hybrid development paths
- The corporatisation of the third sector
- Social impact
- The reform of the Third Sector
- The new role of philanthropy
- New forms of advocacy
- The new mutualism
- Organisational cultures

- Social cooperatives
- Voluntary organisations
- Foundations
- Philanthropy
- Systemic constraints
- Organisational dilemmas
- Social work and its tensions
- Humand resource management
- Hybridizations and contaminations

## **Detailed program**

The course will first present the approaches to the topic and the teaching method adopted in the course.

It will then present the historical steps of development of non-profit organisations and social enterprises, highlighting the constants, changes and national and territorial specificities.

The course will focus in particular on the systemic transformations that have taken place over the last decade and the different ways in which the non-profit actors are responding to them: social innovation, hybridisation with other territorial institutions and with the profit actors, the new mutualism and the emerging experiences of advocacy coalitions, the reform of the Third Sector and the new Third Sector and Social Enterprise Code, the new forms of co-planning and co-programming, the role of philanthropy, with particular reference to banking foundations.

The course will then focus on the internal dynamics experienced by third sector organisations, with particular reference to the dynamics of entrepreneurial development, emerging organisational cultures, the effects on workers and volunteers, organisational forms, relations with users and citizenship, and the impacts on the organisations' founding missions.

## Prerequisites

Post-secondary education skills in logic, general culture, learning, writing and oral communication

## Teaching methods

1) Lectures, in Italian.

2) For attending students, laboratory teaching will be provided with working groups, analysis of written and audiovisual documents and, if possibile, on field trips.

3) During the course, specific case studies will be analyzed and protagonists of non-profit organisations and social enterprises will present their experience and reflexions.

## Assessment methods

For all students enrolled in the course, the examination will be oral, with questions relating to the readings that will be proposed in each lesson and that will be indicated on the course's e-learning platform.

For students who attend at least 75% of the course, it will be possible to work on and present individual or group papers, which will be added to the oral exam grade with a score ranging from 1 to 4 points.

## Textbooks and Reading Materials

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Marcon Giulio (2004) *Le utopie del ben fare: percorsi della solidarietà: dal mutualismo al terzo settore, ai movimenti*. L'ancora del Mediterraneo, pp.117-207

Moro Giovanni (2014), *Contro il non profit* (cap.2,3,4) Laterza, pp.16-67

De Leonardis Ota (1996) *I welfare mix. Privatismo e sfera pubblica* in Stato e mercato, 46 (1), pp. 51-75.

Busso Sandro (2017) *Quarant'anni (e due crisi) dopo. L'equilibrio fragile tra ruolo economico e politico del Terzo settore*, in Autonomie locali e servizi sociali, Quadrimestrale di studi e ricerche sul welfare 3, pp. 483-502

Polizzi Emanuele (2020) *Cortili, Piazze, Mercati. I tre luoghi del Terzo settore* in Bolognini S. (a cura di) *Prospettiva ponte e Genius loci. Materiali per una ricerca*, Mimesis, pp.468-481.

Lori Massimo, Pavolini Emmanuele (2016) *Cambiamenti organizzativi e ruolo societario delle organizzazioni di Terzo settore*, in *Politiche Sociali*, 1, pp. 41-64.

Lori Massimo, Zamaro Nereo (2019) *Il profilo sfocato del Terzo settore italiano* in *Politiche sociali*, 2, pp. 225-242.

Polizzi Emanuele (2019) *Per quale Terzo settore è pensata la riforma? Nodi, rischi e sfide applicative* in *La Rivista delle Politiche Sociali*, 2, pp.227-244.

Fazzi Luca, Longhi Sara (2009) *Lo sviluppo dell'impresa sociale nel settore dei servizi sociali*, in Borzaga C., Zandonai F., (a cura di) *L'impresa sociale in Italia, Economia e istituzioni dei beni comuni*, Donzelli, Roma, pp.103-139.

Fazzi Luca, (2016) *Le caratteristiche degli assistenti sociali nel terzo settore; Le competenze professionali*, in *Il servizio sociale nel terzo settore*, Maggioli, Rimini.

Fazzi Luca, (2019) *Struttura e modelli organizzativi per l'innovazione; Leadership e potere; Le risorse* in *Costruire l'innovazione nelle imprese sociali e nel terzo settore*, FrancoAngeli, Milano.

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