UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management of Social Enterprise and Non Profit Organizations (blended)

2526-3-E1601N075

Learning objectives

Knowledge and Understanding
The course provides students with an in-depth understanding of the models, theories, and tools used to analyze the functioning and development of social enterprises and non-profit organizations, with a particular focus on the public service context within the national system.

Applying Knowledge and Understanding
Through theoretical foundations and the discussion of case studies, students will apply a business and management perspective to analyze how non-profit organizations operate, understand their social business models, and examine development strategies for non-profit organizations and social entrepreneurship. Students will also learn to identify managerial and governance characteristics, behaviors, and decision-making patterns specific to non-profit and social enterprise actors, as well as how to apply service design principles in the formulation and implementation of strategies and public policies.

Making judgements
The analysis and discussion of real-world cases foster critical thinking and independent judgment regarding management and governance decisions, and the definition and design of enabling conditions and development paths for social enterprises and non-profit organizations.

Communication Skills
Active participation in class activities, presentations, and case discussions support the development of communication skills, such as the ability to effectively discuss and articulate knowledge and insights gained during the course.

Learning Skills
The course provides materials and learning tools to support students in the autonomous study and in-depth exploration of the course topics, as well as in the practical application of concepts within organizational contexts.

Contents

Topics addressed during the course will also include Non-Profit theories and definitions, business models adopted by relevant Non-profit institutions; social business idea and social business model; multistakeholder governance, models and logics of value creation including design, management and provision of welfare services; subsidiarity logic within quasi-markets and related organizational models, continuum profit and non profit models.

Detailed program

According to the business economics perspective, Non-profit Institutions come from a Social Business Idea with the aim to satisfy unmet social needs of person and families, through the production and commercialization of goods and services, within a specific space of action. Starting from this area of action, Non-profit institutions configure their governance and social business models considering their social, institutional and economic context.

The evolution of Non-profit institutions toward more advanced forms of business, on one side, and the diffusion of models and practices of Social Responsibility into traditional businesses, on the other side, suggest a positive contamination between profit and non-profit institutions, aimed at achieving sustainability in social, economic and governance issues.
A key role is played by non-profit organizations and social enterprises within the welfare systems and in the relationship with the public actor.

Indeed, public services provision in the contemporary welfare systems requires a perspective which considers the complex negotiations and inter-organisational relations, as well as decision-making processes and policy which involve a variety of actors, especially Non-Profit institutions. We will focus on the co-production and value co-creation processes in the service systems.

Topics which will be addressed during the course include:
? The Continuum Non-Profit, Social Enterprise and Responsible Business
? Non-Profit Definitions and Theories
? The role of Non-Profit and Social Enterprise in the Welfare Systems
? The business perspective in the analysis of non-profit organizations
? Social Business Idea and Social Business Model
? Governance decisions in non-profit organizations
? Management decisions in non-profit organizations
? Service Co-production and value co-creation
? Nonprofit Development and Social Entrepreneurship

Prerequisites

None.

Teaching methods

This course is provided through a blended learning approach. It consists of 56 hours of which approximately 30% is

Erogative Didactic (frontal lectures with use of slides and videos) and 70% Interactive Didactic (group project work with distance learning tools and case discussion).

Assessment methods

The assessment aims to test student's preparation on the program and the ability to apply theoretical concepts on practical cases. It will be structured in the following assessment methods: written exam with open/closed questions (true/false, multiple-choic) or analysis of brief case study, in-class contributions, Group Project Work.

Textbooks and Reading Materials

Teaching materials uploaded on the e-learning platform, readings assigned by the instructor during the course, and the main textbook.

Dario Cavenago, Monica Carminati, Laura Mariani (2025).* *Non Profit e impresa sociale. Management e spazio di azione*. Pearson. e-Text

Sustainable Development Goals

NO POVERTY | RESPONSIBLE CONSUMPTION AND PRODUCTION | PEACE, JUSTICE AND STRONG INSTITUTIONS | PARTNERSHIPS FOR THE GOALS