Newcastle Business School

LEIS3100: Volunteer Management
Online
2024

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description
Volunteers are essential to organisations in community, non-government, government and commercial sectors. Volunteerism transcends disciplinary boundaries and is relevant to a broad range of professions in business, health, human services, education, science and engineering. Professionals in many of these fields engage with volunteers in the course of their daily management practices. Important to working with volunteers is knowledge about the purpose, history, functions of volunteerism, and the contribution of volunteers to human resource management. This course examines key perspectives on volunteerism. Students undertaking this course will develop professional skills through case studies focused on the recruitment, training, management, and support of volunteers. The course also enables students currently engaged in voluntary work and volunteer leadership to apply their learning to professional and personal development through critical reflection in light of theories, real-life examples, and case studies on volunteerism.

Contact Hours
Online
10 hour(s) per Week for 13 Weeks

The course is currently offered online. Students are expected to complete 10 hours of guided learning via online activities and an additional 6 hours of independent study per week.

Unit Weighting
10

Workload
Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Student Consultation
A minimum of one (1) hour of student consultation per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes
On successful completion of this course, students will be able to:
1. Define volunteerism and apply volunteer management principles to a range of professional contexts;
2. Critically examine the concept, history, purpose and functions of volunteerism;
3. Develop knowledge and skill in volunteer management, including recruitment, training, supervision, support, and ongoing development;
4. Demonstrate understanding of ethical issues in volunteer practice and management;
5. Effectively communicate ideas, knowledge and outcomes in written, oral and visual formats;
6. Work independently and as a team member to collect and analyse information to guide problem solving and decision making;
7. Critically reflect on theory applied to volunteer experiences and/or volunteer management.

ASSESSMENT DETAILS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Individual Portfolio	Individual portfolio comprises three (3) parts. The due date of each part is: **Part 1**: Sunday of Week 3 by 11:59 pm **Part 2**: Sunday of Week 8 by 11:59 pm **Part 3**: Sunday of Week 10 by 11:59 pm	Individual	40%	3, 8
2	Individual essay	Sunday of Week 7 by 11:59 pm	Individual	30%	2, 5, 6
3	Group report	Sunday of Week 13 by 11:59 pm	Group	30%	1, 4, 7

Please note: students are advised that all assessments must be submitted in English. Assessment items <u>not</u> submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. **Note**: this applies equally to week and weekend days.

Assessment 1 – Individual Portfolio

Assessment Type   Written Assignment

Purpose   The purpose of this assignment is to assess student learning and progress in developing an improved understanding of the complexity involved in volunteerism as well as skills required for a strategic volunteer management process in an organisational setting.

Description   The individual portfolio is consisted of three (3) parts:

Part 1: Understanding volunteerism (15%)

Contemporary volunteerism involves complex social, economic and psychological phenomena. Part 1 of individual portfolio comprises two (2) tasks:

- Task 1 asks students to provide a statement that summarises their understanding of volunteering prior to being introduced to content covered between Week 1 and Week 3.
- Task 2 asks students to provide another statement to reflect on how their previous understanding is consistent with and also challenged based on this course content.

Cite appropriate sources to support Task 1 and Task 2 where needed.

Part 2: Describing volunteer role and developing recruitment plan (10%)

Recruiting volunteers with desirable characteristics and capacities is key to delivering services conducive to attaining the mission of volunteering organisations in a constantly changing environment. Students are expected to identify a volunteering organisation early in the semester and spend six (6) hours or more volunteering here to gain some understanding of the organisation and its volunteer management. This understanding will be used to inform Parts 2 & 3 of Assessment 1. Part 2 comprises of two (2) tasks:

- Task 1 asks students to identify a volunteer role to be recruited by an organisation with which students volunteer. Students will identify a challenging situation arising from the changing environment surrounding the organisation and a volunteer role to assist the organisation with managing the situation. Based on the identified role, students will develop a role description following a given template on CANVAS. Additionally, students will provide a statement that justifies why the role is of strategic importance and consistent with the organisation mission.
- Tasks 2 asks student to select a communication method to distribute the volunteer opportunity. Justification will need to be provided to support this selected method.

Cite appropriate sources to support Task 1 and Task 2 where needed.

Part 3: Reflection on a volunteering experience (15%)

Part 3 requires students to reflect on their volunteering experience with the organisation identified in Part 2 based on set questions. Details of the questions will be available on

	CANVAS.
Weighting	40%
Length	Part 1: 1000 (+/- 10%) words (excluding references)
	Part 2: 600 (+/- 10%) words (excluding references)
	Part 3: 1000 (+/- 10%) words (excluding references)
Due Date	Part 1: Sunday of Week 3 by 11:59 pm
	Part 2: Sunday of Week 8 by 11:59 pm
	Part 3: Sunday of Week 10 by 11:59 pm
Submission Method	Online – via Turnitin (CANVAS)
Assessment Criteria	The following assessment criteria will be applied:

1. Knowledge of the topic
2. Layout and presentation
3. Writing style& referencing (where relevant)

For further details, please refer to the rubric on CANVAS

Return Method	Online – via Turnitin (CANVAS)
Feedback Provided	Online – via Turnitin (CANVAS)

Assessment 2 - Essay

Assessment Type	Essay
Purpose	An essay is a method of communicating your knowledge and understanding about a topic. Essay writing helps students develop the skills of critical analysis and communication by putting forward a logical and persuasive argument based on evidence.
Description	Two essay topics will be available on CANVAS for students to choose. Each topic focuses on a critical perspective of volunteerism discussed in earlier weeks of the course content. In addressing the chosen essay topic, students are expected to demonstrate their understanding of the theoretical foundations and relevant perspective of volunteerism, and ability to communicate knowledge relating to the chosen essay topic. Students will draw on the relevant lectures and readings, and a minimum of 6 academic sources. Government reports and news articles may also be used as supplementary materials. The essay format should follow the convention for essay writing and include a focused and relevant introduction, body and conclusion.
Weighting	30%
Length	2000 words
Due Date	Sunday of Week 7 by 11:59 pm
Submission Method	Online –via Turnitin (CANVAS)
Assessment Criteria	The following assessment criteria will be applied:

1. Structure & presentation
2. Knowledge of the topic and argument
3. Research
4. Writing style & referencing

For further details, please refer to the rubric on CANVAS.

Return Method	Online – via Turnitin (CANVAS)
Feedback Provided	Online – via Turnitin (CANVAS)

Assessment 3 - Group Report

Assessment Type	Written Assignment
Purpose	Collective action and teamwork are essential to effective volunteering. The report assignment enables students to work in a team environment to address an issue of social inclusion in volunteer management. Students will demonstrate ability in applying key content covered in this course and incorporating information from relevant sources, to engage in analytical problem solving, and to communicate effectively via a written report.
Description	In this assignment, students will be given a hypothetical case study and develop a set of recommendations to help a volunteering organisation promote volunteering opportunities. To successfully complete this assignment, students will need to demonstrate knowledge of key theoretical underpinnings of volunteering and volunteer management in the context of a culturally diverse environment, apply this knowledge to analyse and discuss the issue and related task(s), and develop appropriate recommendations. Specifically, it will require students to perform three (3) steps:

1. **Step 1**: Identify the issue(s) and problem(s) to be addressed, and position the issue(s)/problems in a broader social/environmental context to demonstrate the need/advantage to involve culturally diverse volunteers;
2. **Step 2**: Perform a literature review on related theoretical underpinnings to guide analysis and discussion of how culturally diverse groups understand volunteering, as well as motivations and barriers that can influence the decision to volunteer in the context of the given case study; and
3. **Step 3:** Provide a summary of the key findings from Step 2 and develop recommendations to address the issues/problems articulated in Step 1. Recommendations should 1) be justified based on the literature review and discussion derived from Step 2, and specific context of the case study; 2) consider the relevance of emergency, sporadic, and/or virtual volunteering; 3) incorporate managerial considerations informed by relevant course content.

Students are encouraged to form their group (4 students in a group) in the first few weeks of semester. All group members will work together to complete a pre-project action plan that specifies the task and responsibility each group member will be committed to, a timetable that outlines the dates when different tasks will be completed by, and actions taken to address unforeseeable events and lack of commitment. The plan will be signed by all group members and submitted to the lecturer by the end of Week 5. Students who do not have their group by Week 5 will be randomly assigned to a group.

A minimum of 10 academic sources is required to support arguments where needed. Students are also encouraged to incorporate government or industry reports to inform analysis and discussion. The group report will follow the conventional business report structure and includes the following elements:

1. Title page
2. Executive summary
3. Table of contents
4. Introduction (Step 1)
5. Body (Step 2)
6. Conclusion and recommendation (Step 3)
7. Reference list (APA referencing)
8. Appendix (if any)

Weighting	30%
Length	2500 words (excluding appendices & reference list)
Due Date	Sunday of Week 13 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	The following criteria will be applied:

1. Introduction (Step 1) (20%)
2. Literature review and case study analysis (Step 2) (20%)
3. Conclusion and recommendations (Step 3) (20%)
4. Research – at least 10 academic sources and other supporting sources (20%)
5. Structure and presentation (20%))
6. The final marks each student will receive may vary contingent on the result of SPARKPlus (Self and Peer Assessment Resource Kit).
   Please note: Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using

the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: **NO SPARK NO MARK**.

For further details, please refer to the rubric on CANVAS.

Return Method	Online – via Turnitin (CANVAS)
Feedback Provided	Online – via Turnitin (CANVAS)

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. Theoretical foundations of volunteerism
2. Trends and issues in volunteer management
3. Strategic planning for volunteer management
4. Volunteer management practices including policy, recruitment, training, supervision, support and development
5. Ethical issues in volunteer work, management and professional practice
6. Diversity recognition and diversity management
7. International volunteer management case studies

Course Materials

Required Text:

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer management handbook*: Directory of Social Change.

ISBN: 9781784820565

Please refer to course schedule for other required readings. Additional required and supplementary readings will be advised and available on CANVAS.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	An Introduction to volunteering	Jackson et al. (2019): Chapter 1	
2	Theoretical foundations of volunteering (1): The dynamic process of volunteering	1. Hustinx, L., Cnaan, R. A., & Handy, F. (2010). Navigating theories of volunteering: A hybrid map for a complex phenomenon. Journal for the theory of social behaviour, 40(4), 410-434. 2. Shachar, I. Y., von Essen, J., & Hustinx, L. (2019). Opening up the "black box" of "volunteering": On hybridization and purification in volunteering research and promotion. Administrative Theory & Praxis, 41(3), 245-265.	
3	Theoretical foundations of volunteering (2): Antecedents and consequences of volunteering	1. Mannino, C., Snyder, M., & Omoto, A. (2010). Why do people get involved? Motivations for volunteerism and other forms of social action. In D. Dunning (Ed.), Social motivation (1st ed., pp. 127-146). Hove: Taylor & Francis Group. 2. Wilson, J. (2012). Volunteerism research: A review essay. Nonprofit and Voluntary Sector Quarterly, 41(2), 176-212.	**Assessment 1 (Part 1) due**: Sunday Week 3 by 11:59 pm
4	Critical perspectives and inclusive volunteerism (1)	1. Mostafanezhad, M. (2014). Volunteer tourism and the popular humanitarian gaze. Geoforum, 54, 111-118. doi:10.1016/j.geoforum.2014.04.004 2. Raymond, E. M., & Hall, C. M. (2008). The development of cross-cultural (mis)understanding through volunteer tourism. Journal of sustainable tourism, 16(5), 530. doi:10.2167/jost796.0 3. Wearing, S., Young, T., & Everingham, P. (2017). Evaluating volunteer tourism: Has it made a difference? Tourism recreation research, 42(4), 512-521. doi:10.1080/02508281.2017.1345470	
5	Critical perspectives and inclusive volunteerism (2)	1. Dean, J. (2016). Class diversity and youth volunteering in the United Kingdom: Applying Bourdieu's habitus and cultural capital. Nonprofit and Voluntary Sector Quarterly, 45(1_suppl), 95S-113S. 2. Shandra, C. L. (2017). Disability and social participation: The case of formal and informal volunteering. *Social science research, 68*, 195-213. 3. Tang, F., Morrow-Howell, N., & Hong, S. (2009). Inclusion of diverse older populations in volunteering: The importance of institutional facilitation. Nonprofit and Voluntary Sector Quarterly, 38(5), 810-827.	

6	Critical perspectives and inclusive volunteerism (3)	1. Hoeber, L. (2010). Experiences of volunteering in sport: Views from Aboriginal individuals. Sport management review, 13(4), 345-354. 2. Cheung Judge, R. (2016). Negotiating blackness: Young British volunteers' embodied performances of race as they travel from Hackney to Zimbabwe. Young (Stockholm, Sweden), 24(3), 238-254.	
7	Strategic management process of volunteer involvement	1. Jackson et al. (2019): Chapter 2 2. Jackson et al. (2019): Chapter 3	**Assessment 2 due**: Essay Sunday, Week 6 by 11:59 pm
8	Creation of motivating volunteer roles and recruitment	1. Jackson et al. (2019): Chapter 4 2. Jackson et al. (2019): Chapter 5 3. Jackson et al. (2019): Chapter 6	**Assessment 1 (Part 2) due**: Sunday Week 7 by 11:59 pm
9	Empowering and managing volunteers for various purposes	1. Jackson et al. (2019): Chapter 8 2. Jackson et al. (2019): Chapter 9 3. Jackson et al. (2019): Chapter 10	
10	Managing relationships with volunteers	1. Jackson et al. (2019): Chapter 12 2. Jackson et al. (2019): Chapter 15	**Assessment 1 (Part 3) due**: Sunday Week 8 by 11:59 pm
11	Managing volunteer performance and measuring effectiveness	1. Jackson et al. (2019): Chapter 13 2. Jackson et al. (2019): Chapter 14	
12	Special topics: Emergency, corporate, sporadic, and virtual volunteering	Readings to be advised	
13	Course Revision		**Assessment 3 due:** Group report - Sunday Week 13 by 11:59 pm

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	Communication methods used in this course include:
	- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
	- Email: Students will receive communications via their student email account.
	- Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination (viva) Procedure. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:
	1. the assessment item is a major assessment item; or
	2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
	3. you are requesting a change of placement; or
	4. the course has a compulsory attendance requirement.
	Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.