

SLMBA Courses

Finance and Corporate Law

Course description:

This course will focus on basic concepts in corporate law and financial management in connection with every legal entity, from corporations to NGOs. The student will be introduced to the various legal forms as well as to the methods of assets valuation and capital structure. A critical presentation of the key legal and financial tools and recipes will be made.

Management control in nonprofit organizations

Course description:

The course provides an introduction to Management control applied to nonprofit organizations. Historically, nonprofit organizations survived on the strength of their missions and their ability to attract increasing amounts of public and private support for their activities. More recently, managers and professionals have recognized a need for stronger management skills, among them management control. Even more important in 2011 is the ability to convince donors and others who provide resources, of the ability of the organization to carry out its mission and goals. The course will focus on basic management control concepts. These concepts are the same in both for-profit and nonprofit organizations but, because of the special characteristics of nonprofit organizations, the way managers apply them will differ in some important respects. The course will illustrate the use of management control concepts using real world examples from case studies.

Advanced Issues in Management control of nonprofit organizations

Course description:

The course provides an overview of Management control applied to nonprofit organizations. The course will focus on basic management control concepts. These concepts are the same in both for-profit and nonprofit organizations but, because of the special characteristics of nonprofit organizations, the way managers apply them will differ in some important respects. The course will illustrate the use of management control concepts using real world examples from case studies.

Organizational Behavior

Course description:

“Know your organization and your working environment” is not just a slogan. In the dynamic organizational world, rife with changes, competition and globalization, every manager must know her organization on all its aspects. The research on organizational behavior focuses on the human, personal and interpersonal aspects of organizations. Organizations that strive for excellence must identify and invest in one of their most valuable resources – human resources. As well, organizations need to develop and nurture influential and visionary leadership, which will lead positive processes in an efficient and effective manner. In Third Sector organizations this is especially important, due to the impact that they have on the state and on communities and individuals.

Basic concepts in Marketing

Course description:

The course scans the field of marketing from a managerial standpoint. During the course students will learn the “marketing language” through discussion of fundamental concepts and basic approaches to marketing.

The first part of the course will present the initial stages of developing a marketing strategy. The second part of the course will emphasize the necessary decisions the marketing manager must take, and the tools available to her for this end.

Each of the topics in the course will be discussed in the context of the marketing of products and services, as well as in the context of social marketing.

The course structure follows the steps in the development of a “marketing plan”, with attention to managerial decision making in general and with regard to marketing decisions. The course will feature several guest speakers.

Economic and Financial management of not-for-profit organizations

Course description:

The substantial increase in the number of nonprofits and in the scope of their programs is very challenging to their staff and management. Scarce resources and the increasing demand for accountability put pressure on nonprofits to become more professional and more efficient.

Nonprofits' staff and management are expected to adopt modern management tools that are common in the business sector. The use of quantitative methods enables nonprofits to make better decisions regarding their programs and by doing so to improve their overall performance.

This course will introduce quantitative methods for economic and financial management, with a focus on the unique characteristics of nonprofits. The methods that will be presented in the course usually come from the business sector, and are generic by their nature. Nevertheless the reading materials, the examples and the case studies will demonstrate how to adopt and implement such methods to nonprofits.

Introduction to Nonprofit Management

Course description:

This course discusses nonprofit organizations and the sector that they comprise the third sector, as distinguished from the business and the public sectors. The course looks at this group of organizations in both the macro and micro levels. The first half of the course discusses the conceptualization and theory of nonprofit organizations, the contours of the third sector in Israel and in other countries, its roles and functions, and public policies towards it. The second part of the course looks at different organizational and managerial aspects of nonprofit organizations, such as volunteer management, governance, fundraising and more

Public Policy toward the Third Sector

Course description:

The Third (Nonprofit) Sector fills many public functions. The central and local governments both encourage and limit the activities of third sector organizations. The course will deal with the different aspects of government policy vis-a-vis the Third Sector and the changes it underwent, as well as in the role played by third sector organization in shaping and responding to this environment. Following an introduction dealing with basic concepts and models, we will delve into the theory of third-sector government relations, and the reality of these relations in Israel and their implications. We will focus on the relations between the third sector and the Israeli welfare state, and also discuss the dynamics in these relations in Israel in recent years, as well as in other countries.

Managerial Ethics in Non-Profit Organizations

Course description:

The world of nonprofit organizations, not unlike the realms of business and government, is not free from ethical dilemmas and corruption. In fact, sometimes it is the unique character of nonprofit organizations that do not face the same pressure to present financial outcomes as business organizations do, or to be publicly transparent as government agencies are expected to be, that contributes to profiteering and corruption on the expense of the public, donors, beneficiaries or the organization's members. While such abuses are scarce, the ethical dilemmas that stakeholders in the third sector face are complex and interesting.

Statistical research methods in Management

Course description:

The course intends to provide a sufficient background in probability and statistics for students to understand how they are used in problem solving and decision making. The course includes implementation of the theoretical tools through case studies and statistical software.

Social business – new challenges for social leadership

Course description:

The course will deal with the historical and sociological background of the development of social business, the different models which exist in the developed world, in the social and managerial challenges facing those who work in this field, in evaluation studies and critical approaches to social business, and the different models existing in Israel. The course will host social entrepreneurs, directors of Amutot and business persons running social business ventures as guest speakers. It will include a practical aspect of developing or evaluation a social business venture.

Research Methods

Course description:

This course will present a survey of social science research, with particular emphasis on applied research. The focus will be on how data can be systematically collected and prepared for analysis in order to answer various types of questions pertinent to the social scientist and human services administrator. Specific topics will include the philosophical underpinnings of research, type of research designs, sampling, data collection methods, data analysis and assessing quality. Further, the course should assist the student in reading, interpreting, and critiquing research articles in his/her field of interest. Finally, students will develop an understanding of how to frame a research question and conduct a literature review, and will prepare a research proposal as a major course project.

Vision and organizational learning

Course description:

This course is meant for persons engaged in management roles in the third sector. The course plan connects practice and theory, and thus it attempts to enrich both the theoretical knowledge and the coping strategies that they possess when they try to face the main challenges of their field. Accordingly, the course will run on two interacting and mutually enriching axes. On the first axis students will be exposed to the research and theory at the base of the course issues. The second axis, conducted through dialogue, will focus on case studies brought to the class by leading social leaders engaged in the practice of nonprofit management. The case studies will be selected in line with the theoretical knowledge taught in the first part of the course, and thus will allow for learned and deep observation, generating a small-group working model which allows for mutual support and shared coping with managerial problems. The case studies will feature a broad spectrum of coping modes and organizational strategies in diverse organizations.

Leading and Governing High Performing Nonprofit Organizations

Course description:

Leading and Governing High Performing Nonprofit Organizations (LGN) is about the leadership challenges of creating and sustaining high performance in nonprofit organizations. The operating environment for nonprofit organizations is changing as dynamically as that of the for-profit sector. Yet, the knowledge of how to effectively manage nonprofits to high performance is, in many cases, just being formulated. This course explores the challenges of attaining high performance and provides management approaches for achieving it. LGN will also examine the applicability, as well as the limitations, of for-profit business approaches to nonprofit organizational challenges and identify innovative solutions. In the process, students will expand their knowledge of effective nonprofit management practices and increase their understanding of the complex environment in which nonprofit organizations operate.

Civil Society, in Israel and Globally

Course description:

Civil society is seen by many as the miracle cure to all that ails modern societies, and to the adverse consequences of neoliberal globalization. Yet, little agreement exists as to what it is and what it comprises. It is dialectic in nature: it is positioned as a shield from state tyranny, and at the same time as the state's partner in service provision; private organizations for the public good; value preservation and social change; hegemony and resistance; local acting global. In this course students will acquire knowledge to help them understand this complex phenomenon: its different conceptualizations, its relationship with similar concepts, and different the theories explaining its character and functions, in Israel and globally. Theoretical texts and empirical studies of civil society in Israel and of global civil society will be discussed critically, taking into consideration the complexity of the concept and its inherent contradictions. Guest speakers will expose status of the realities of civil society in Israel and globally. Class session will include lecture, class discussions of lectures and reading materials, cases studies, and guest lectures.

Social Entrepreneurship in a Conservative Traditional Minority Environment: the Case Study of the Ultra-orthodox Jewish and the Arab communities in Israel

Course description:

This course assumes that to be successful, social entrepreneurs' intervention should be nurtured by a broad understanding and a deep knowledge of the societal environment. The first part of the course will bring students to such an understanding of the cultural, social and historical broad contexts of the ultra-Orthodox Jewish (Charedi) and Arab communities. It will examine the trends, shifts and historical processes that made possible the emergence of the actual majority/minority relationships, investigate the external and internal forces and dynamics that may be critical in the future and identify social entrepreneurship possible points of intervention.

Foundations' and Corporations' Roles and Impact in Social Leadership

Course description:

The scope of this seminar is as broad as the idea of the voluntary society itself. The central question to be addressed is the extent to which, and how, a large number of people of varying ethnic, racial, religious, and cultural backgrounds, living together in a country, state, or city, governed by democratically elected officials, can or should rely on organized or unorganized voluntary action by citizens to fulfill both their own individual needs and the needs of their respective communities. In the wake of the September 11th challenges to American society, as well as in the midst of the most serious downturn in the nation's economy since the Great Depression of the late 20s and early 30s, the role of the not-for-profit sector in bringing Americans together across the lines that divide us is all the more important.

Nonprofit Accounting and Finance

Course description:

Efficient management of a nonprofit organization, as is the case with any organization, requires management to financial standards. As the scriptures say: "If there is no flour, there is no Torah". This holds true for Third Sector organizations that are motivated by values and operate for the public's benefit. Being not-for-profit doesn't exempt the organization from having to make financial considerations and being financially sustainable. The course will provide students with the essentials of accounting and financial management of nonprofit organizations, focusing on a variety of topics: (1) finance and budgeting, including cash-flow and investment management, (2) nonprofit accounting, including book keeping, nonprofit accounting regulations and standards, and financial reporting, (3) taxation - theories concerning the special tax treatment of nonprofit organizations in Israel.

Managerial Economics

Course description:

The course discusses the place of accounting in the economic- financial information system in the firm, accepted principles of accounting, structure of financial reports, the technique of accounting documentation, adjusted balance method and preparation of the main financial reports, current assets of the firm, accounts receivables and inventory evaluation methods, fixed assets & amortization methods, equity & liabilities, the statement of cash flow. Principles of combined financial statement, use of accounting data for decision making in economic-business matters.

Social Entrepreneurship in a time of Urgent Threats

Course description:

This course is designed to provide a deep introduction to the challenges facing social entrepreneurs in the quest for a more just, tolerant, healthy, equitable, and educated world. Although the course will focus more deeply on organizational dynamics, its primary focus is on social change.

Strategic Planning in Nonprofit Organizations

Course description:

Strategic Planning is an essential process for the survival and success of nonprofit organizations in turbulent operating environments, just as it is in public agencies and business firms. Periodic assessments of the organization's capacities and assets in light of its vision and mission and the changing surrounding reality, allow for the necessary adjustments and mark the organization's development path. In nonprofit organizations this process normally involves a wide range of stakeholders, beyond the organization's board and staff. The course will present the both the generic and the unique conception and processes of strategic planning in nonprofit organizations, while demonstrating the application of processes and techniques in different nonprofit organizations ? human services, advocacy organizations and philanthropic foundations

The Wisdom of Practice: Challenges of Leadership in Non-Profit Institutions of Human Improvement

Course description:

This course is taught by the men who dedicated nearly twenty years to reforming and leading one of the oldest nonprofit organizations worldwide: The Carnegie Foundation for the Advancement of Teaching, founded in 1905 by the philanthropist Andrew Carnegie. The course will provide students with an opportunity to study, discuss and gain understanding of prototypical challenges faced by leaders of such organizations.

This course will focus on the practice of leadership, drawing on the instructor's experience as leader of the foundation. These experiences reflect questions of continuity and change, as they are based on the lived experience of a 92 years old organization at the time the instructor became the foundation's leader.

The course applies a mixed teaching method, which is both inductive and deductive. The discussion of specific examples will be expanded to a broader discussion of theories of change and social entrepreneurship. This will generate a cyclical thinking process between case and theory, as well as between theory and practice. As well, the course will encourage peer learning and discuss the importance of a community of colleagues for professional development, which can provide support so dearly needed in face of the immense challenges social leaders face. Unlike in the business world, in the nonprofit world exist very few 'Entrepreneur Clubs' that can serve as a professional support network. The course will discuss communities of practice and suggest setting up similar groups. Furthermore, the instructor's experience will contribute to the student's professional self definition, which is especially important seeing the perceived weakness of nonprofit managers compared to their business counterparts.

Basic concepts in finance in the context of not-for-profit organizations

Course description:

This course will introduce basic concepts in finance in the context of nonprofits and will demonstrate how such concepts are used in various managerial decisions. The topics that will be covered are: cash flows, inflation and real values, exchange rates and exposure to foreign currency, interest rates, discounting and present value, types of bonds and yield to maturity. The application of the financial tools in the nonprofit context will be demonstrated with topics like: investment policy, management of currency exposure, social impact bonds (SIB) and social return on investment (SROI).

Social Marketing from Design to Delivery

Course description:

The course deals with fundamental principles, concepts, and methods of strategic marketing as it is associated with social leadership and nonprofit issues. It will introduce students to marketing as a pervasive societal activity that goes beyond the selling of commercial products and services.

Indeed, marketing is no longer defined as the provision of required goods and services at a profit.

The focus has switched to serving the needs of a particular society. This requires addressing and interesting various audiences in the design of what will be offered, produced and delivered. Thus, identifying the need to be fulfilled and the possible ways to do so, defining and communicating the mission and purpose of the organization, achieving resources sustainability through fundraising and other means, addressing and engaging on a long term basis relevant constituencies are marketing issues which will be dealt with in this course.

The question of "Resource development and fundraising" will be studied through the perspective of "marketing to one".