

# Evi-Dems Volunteer Manager Master Learning Objectives

M1 The Individual Level	M2 The Organisational Level	M3 The Societal Level	M4 The Professional Level
<p style="text-align: center;"><b>M1C1</b> Who is a volunteer, Volunteer Resources &amp; Antecedents</p>	<p style="text-align: center;"><b>M2C1</b> Diversity of Volunteer Involving Organisations in Theory and Practice</p>	<p style="text-align: center;"><b>M3C1</b> The Value of Volunteering</p>	<p style="text-align: center;"><b>M4C1</b> The Ethics of Volunteer Management</p>
<ol style="list-style-type: none"> <li><b>Describe</b> the key dimensions of volunteering and discuss them.</li> <li><b>Explain</b> and compare the different types of volunteer resources.</li> <li><b>Explain</b> how each type of volunteer resource can be managed in implementing the organisation's mission, special tasks, and roles.</li> <li><b>Discuss</b> how each volunteer resource can be sustained and grown.</li> <li><b>Apply</b> the theoretical concept of net cost to volunteering (relative cost and benefits to the giver) for defining who is not a volunteer and who is perceived as more of a volunteer in relation to real-life situations.</li> <li><b>Propose</b> solutions for sustainable and regenerative volunteer management.</li> </ol>	<ol style="list-style-type: none"> <li><b>Know</b> the basic definitions, typologies, and classifications of volunteer-involving organisations.</li> <li><b>Understand</b> the diversity of volunteer involving organisations in a European perspective.</li> <li><b>Understand</b> the functioning and complexity of nonprofit organisations development and volunteering broadly.</li> <li><b>Understand</b> the differences between universalistic and conditional volunteer management.</li> <li><b>Analyse</b> the difference between volunteer management realities in organisations.</li> <li><b>Evaluate</b> the position of volunteers and volunteer management in different sectors and types of organisations.</li> </ol>	<ol style="list-style-type: none"> <li><b>Describe</b> the importance of volunteers to societies.</li> <li><b>Understand</b> the mechanisms of volunteer value creation.</li> <li><b>Apply</b> theoretical volunteering concepts to practical situations.</li> <li><b>Analyse</b> the different types of value volunteer create.</li> <li><b>Evaluate</b> the value of volunteers for a non-profit organisation on different levels.</li> </ol>	<ol style="list-style-type: none"> <li><b>Understand</b> the ethical dimensions of volunteer management.</li> <li><b>Understand</b> basic ethical dilemmas in volunteer management.</li> <li><b>Apply</b> ethical principles to decision-making in volunteer management.</li> <li><b>Apply</b> ethical principles and frameworks to volunteer management issues.</li> <li><b>Analyse</b> ethical trade-offs in volunteer management.</li> <li><b>Evaluate</b> the outcomes of real-life ethical dilemmas in volunteer management.</li> </ol>
<p style="text-align: center;"><b>M1C2</b> Motivations to Volunteering</p>	<p style="text-align: center;"><b>M2C2</b> Quality Volunteering with Inclusion Dimension</p>	<p style="text-align: center;"><b>M3C2</b> Legitimacy of Volunteering in society</p>	<p style="text-align: center;"><b>M4C2</b> The Volunteer Management Profession(al)</p>
<ol style="list-style-type: none"> <li><b>Describe</b> the key research problems and approaches to studying motivation to volunteer.</li> <li><b>Identify</b> key factors and driving forces influencing individuals to engage in volunteer work.</li> <li><b>Identify</b> volunteer recruitment problems and explain them by using functional motivation, self-determination, or psychological contract theories.</li> <li><b>Apply</b> the theoretical concepts of the Volunteer Functions Inventory (functional theory) for defining the motivational inventory and explaining people's reasons to engage in volunteering.</li> <li><b>Critically</b> analyse the differences in motivation between paid staff and volunteers, considering their commitment and focus on ongoing work processes.</li> <li><b>Develop</b> strategies / guidelines for NGOs to effectively evaluate and utilise volunteers' motivations in recruitment, satisfaction management, and commitment processes.</li> </ol>	<ol style="list-style-type: none"> <li><b>Understand</b> the key concepts and mechanisms (including quality culture and volunteering) of quality (management/assurance/control/improvement) for volunteer involving organisations.</li> <li><b>Understand</b> the roles of volunteer managers and other actors in facilitating inclusion and the quality assurance/improvement process.</li> <li><b>Apply</b> the main mechanisms of quality assurance / improvement to volunteer involving organisations.</li> <li><b>Analyse</b> the level of performance of volunteers in volunteer involving organisations and of the organisations.</li> <li><b>Evaluate</b> actions within volunteer organisations and for volunteer managers to achieve the quality and inclusion objectives for individual volunteers, target groups and the organisation.</li> </ol>	<ol style="list-style-type: none"> <li><b>Describe</b> the functioning and complexity of civil society and volunteering.</li> <li><b>Discuss</b> the license to operate for the civil society and volunteers.</li> <li><b>Explain</b> the legitimacy of civil society, also in relation to government and market (failures).</li> <li><b>Explain</b> the legitimacy of volunteers in relation to paid staff.</li> <li><b>Apply</b> theoretical civil society, volunteering, and legitimacy concepts to real-life situations.</li> <li><b>Create</b> a legitimacy story for volunteering in an organisation.</li> </ol>	<ol style="list-style-type: none"> <li><b>Understand</b> the position of the volunteer manager and the usefulness of volunteer management expertise in contemporary society.</li> <li><b>Understand</b> the historical and current developments around volunteer management (adjacent) professions.</li> <li><b>Leverage</b> their personal story and competency level to act on career opportunities in the volunteer management field.</li> <li><b>Evaluate</b> their own competency level and the desired competency profile of volunteer managers and adjacent positions.</li> <li><b>Devise</b> a personal story/ brand that combines ambitions with interest for volunteer management positions.</li> </ol>

	6. <b>Devise</b> a quality management strategy and process for an organisation.		
M1C3 Volunteering throughout life	M2C3 Recruiting, Training and Retaining volunteers (advanced)	M3C3 Volunteering Infrastructure and Ecosystem	M4C3 The Reflective Volunteer Manager
<ol style="list-style-type: none"> <li><b>Explain</b> the impact of changing motivations, individual resources, and life-changing events on volunteer motivations and behaviour patterns.</li> <li><b>Apply</b> social theories to analyse and understand the underlying mechanisms of volunteer dynamics.</li> <li><b>Utilise</b> conceptual approaches developed by researchers to study and deepen understanding of volunteer patterns across life stages.</li> <li><b>Analyse</b> the relationship between major life events, such as family-related, health-related, and work-related events, and their impact on volunteering preferences, motivation, and behaviour.</li> <li><b>Assess</b> the variability in life events attributed to family-related, health-related, and work-related domains and their implications for volunteering.</li> <li><b>Develop</b> recommendations (according to relevant problems) for NGOs and managers to navigate volunteer dynamics across different life stages, considering the varying motivations, resources, and preferences of individuals.</li> </ol>	<ol style="list-style-type: none"> <li><b>Understand</b> how to match supply and demand in valuable volunteering opportunities, both offline and online, and regular and episodic.</li> <li><b>Understand</b> the varied effectiveness of recruitment and retention strategies for different organisational realities and target groups.</li> <li><b>Understand</b> the need, effectiveness of and implications for the volunteer experience of training and support processes.</li> <li><b>Evaluate</b> the suitability of processes for recruiting, training, and retention for achieving organisational goals.</li> <li><b>Devise</b> a plan for achieving organisational goals related to volunteering.</li> </ol>	<ol style="list-style-type: none"> <li><b>Describe</b> the three volunteer resources, the infrastructure, and the volunteering ecosystem.</li> <li><b>Discuss</b> the dynamic relation between the three volunteer resources.</li> <li><b>Discuss</b> the role of different actors in the volunteering infrastructure and levels in the volunteering ecosystem.</li> <li><b>Explain</b> the (possible) developments in the volunteering infrastructure.</li> <li><b>Apply</b> theoretical volunteering ecosystem concepts to real-life situations.</li> <li><b>Create</b> a policy for a regulatory body for the ecosystem that wants to make volunteer resources more sustainable.</li> </ol>	<ol style="list-style-type: none"> <li><b>Understand</b> more about the historical court jester and his 16 roles.</li> <li><b>Understand</b> what reflection is and which reflection models exist and when to use each one.</li> <li><b>Understand</b> the different kinds of feedback volunteer managers use and the conditions in which to use them.</li> <li><b>Analyse</b> the own- and the desired competency level for volunteer management in relation to reflection and feedback</li> <li><b>Apply</b> different kinds of reflection into volunteer management practice.</li> <li><b>Evaluate</b> real cases from the sixteen roles of the court jester</li> </ol>



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