



Course manual

Module 4: The Professional level

Course 1: The ethics of volunteer management

Position of course in program

	M1 Individual Level	M2 Organisational Level	M3 Societal Level	M4 Professional Level
Course 1	Who is a volunteer, Volunteer resources, volunteer antecedents	Diversity of volunteer-involving organisations in theory and practice	The value of volunteering	<u>The ethics of volunteer management</u>
Course 2	Motivations to volunteer	Quality volunteering with inclusion dimension	Legitimacy of volunteering in society	The volunteer management profession(al)
Course 3	Volunteering throughout life	Recruiting, training, and retaining volunteers (advanced)	Volunteering infrastructure and ecosystem	The reflective volunteer manager

The course ‘the ethics of volunteer management’ is the first course of module 4 ‘professional level’. While ethics is part of the curriculum in more modules, the other courses only cover ethics indirectly. This course covers it directly and makes a practical translation toward the role of the volunteer manager. The strongest links to other courses are found in module 2 ‘organisational’ level, where managing volunteers in different contexts, managing for quality and inclusivity and recruiting, training and retaining volunteers requires decisions and policymaking with a clear role for ethics.

Course description

This course is designed to provide students with an understanding of the ethical considerations and challenges involved in managing volunteers. Volunteer management often involves complex

decision-making processes where ethical principles can guide choices that impact volunteers, the organisation, and stakeholders. This course delves into the complexities of ethical volunteer management, addressing the potential biases, power dynamics, and cultural nuances that influence the volunteer experience. For example, volunteers might be tasked with supporting the organisations' activities to increase the reach of the organisation's work, but without understanding the dynamics of the groups whom they are reaching, volunteers may perpetuate their own bias and project their own morals about what the groups may need. This course explores this how ethics can be central to volunteer management and discusses the application of ethical principles and frameworks to various aspects of volunteer management. This course fosters critical thinking and ethical decision-making abilities applicable for volunteer management.

Learning objectives

After this elective, you will be able to:

1. **Understand** the ethical dimensions of volunteer management.
 2. **Understand** basic ethical dilemmas in volunteer management.
 3. **Apply** ethical decision principles to decision making in volunteer management.
 4. **Apply** ethical principles and frameworks to volunteer management issues.
 5. **Analyse** ethical trade-offs in volunteer management.
 6. **Evaluate** the outcomes of real-life ethical dilemmas in volunteer management.
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Sessions/topics

Session 1: Introduction

Aim: Become acquainted with the course.

Key themes:

- Course content
- Assessments and deadlines.
- Reading list.
- Course schedule.

Session 2: Ethics in the context of volunteer management

Aim: To understand how ethics relates to volunteer management.

Key themes:

- Explain what ethics is.
- Unpack key ethical principles.

- Apply ethical principles to current volunteer management issues, e.g., confidentiality vs protection, discrimination vs. inclusion.

Session 3: Volunteering is inherently good...right?

Aim: To introduce the relevance and positioning of ethics in the context of volunteer management.

Key themes:

- Introduce the paradox between the 'good' and 'bad' side of NGOs.
- Introduce the NGO halo effect and its relationship with unethical behaviour in NGOs.
- Define ethics and introduce the complexity of navigating ethics in NGOs, particularly as it relates to people/volunteer management.

Session 4: Ethics management in socially responsible volunteer management

Aim: Exploring different components of ethics management to understand how ethics instruments can be applied to volunteer management.

Key themes:

- Understand and forecast unethical behaviour.
- Improve and safeguard the ethics of volunteer management.

Session 5: Social responsibility in volunteer management

Aim: To navigate promoting diversity, equity, and inclusion as a volunteer manager, while also meeting the needs of the organisation and volunteers themselves.

Key themes:

- Provide an overview of key issues on socially responsible volunteer management, such as: cultural competence and communication, intersectionality and social justice, and equity and inclusion.
- Managing volunteers locally and globally: navigating power dynamics, tokenism, and cultural appropriation.
- Volunteer management in the age of decolonisation and localisation: identifying opportunities for ethical cross-border volunteer management.

Session 6: Practicum on navigating ethical dilemmas

Aim: Build skills to navigate ethical dilemmas and make ethical decisions relating to volunteer management.

Key themes:

Group work. In groups of 3-5, discuss and unpack a case study of an ethical dilemma relating to volunteer management.

1. What is the dilemma and what makes it an ethical dilemma?
2. What ethical principles are at play in the dilemma?
3. How would you manage the dilemma?
4. What would you communicate your decision to (1) the organisation and (2) volunteers you are managing?

Session 7: Closing

Assessments

To evaluate the students, we use three summative assignments:

1. **Summative 1:** Ethical Dilemma Analysis and Resolution: Analysing and resolving a real-life ethical dilemma that commonly arises in volunteer management. Involves a written assignment and presentation. Done individually.
2. **Summative 2:** Ethical Framework Development: Assignment where students develop an ethical framework that addresses a specific volunteer management issue of their choice. Done individually.
3. **Summative 3:** Ethical volunteering policy development: Students will, in groups analyse the activities of an organisation, determine the ethical challenges, and write a policy document for it.

Assessment Matrix

Learning objectives per course (After following this course, the student is able to:)	Assessment formats			
	Summative I	Summative II	Summative III	
Understand the ethical dimensions of volunteer management	X			
Understand basic ethical dilemmas in volunteer management	X			
Apply ethical decision principles to decision making in volunteer management		X	X	
Apply ethical principles and frameworks to volunteer management issues		X	X	
Analyse ethical trade-offs in volunteer management		X	X	
Evaluate the outcomes of real-life ethical dilemmas in volunteer management		X	X	
				Total
Weighting	20%	40%	40%	100%
Form of examination (e.g. MC, Open ended questions, open-book, etc.)	Assignment	Assignment	Assignment	
Group / Individual	Individual	Individual	Group	

Study hours breakdown

- Contact hours (7 sessions of 2 hours) 14
- Session preparation 6
- Self-study 50

- Group assignment 40
 - Individual assignment 30
- 140 (5 ECTS)

Teaching program

Session	Topic	Student preparation
Introduction	<ul style="list-style-type: none"> ● Introducing the course 	<ul style="list-style-type: none"> ● Read course manual
2	<ul style="list-style-type: none"> ● Ethics in volunteer management 	<ul style="list-style-type: none"> ● Readings
3	<ul style="list-style-type: none"> ● Volunteering is inherently good right? 	<ul style="list-style-type: none"> ● Readings
4	<ul style="list-style-type: none"> ● Ethics management in socially responsible volunteer management 	<ul style="list-style-type: none"> ● Readings
5	<ul style="list-style-type: none"> ● Ethics and socially responsible volunteer management 	<ul style="list-style-type: none"> ● Readings
6	<ul style="list-style-type: none"> ● Navigating ethical dilemma's 	<ul style="list-style-type: none"> ● Readings ● Prepare practicum
Closing		

Literature

Session	Literature
	Kaptein, M. & Wempe, J. (2002). Three General Theories of Ethics and the Integrative Role of Integrity Theory. SSRN Electronic Journal.
	Chapman, C. M., Hornsey, M. J., Gillespie, N., & Lockey, S. (2023). Nonprofit Scandals: A Systematic Review and Conceptual Framework. <i>Nonprofit and Voluntary Sector Quarterly</i> , 52(1_suppl), 278S-312S. https://doi.org/10.1177/08997640221129541
	De Bruin Cardoso, I., Russell, A. R., Kaptein, M., & Meijs, L. (2023). How Moral Goodness Drives Unethical Behavior: Empirical Evidence for the NGO Halo Effect. <i>Nonprofit and Voluntary Sector Quarterly</i> , 0(0). https://doi.org/10.1177/08997640231179751
	Bromley, P., & Orchard, C.D. (2016). Managed morality: The rise of professional codes of conduct in the U.S. nonprofit sector. <i>Nonprofit and Voluntary Sector Quarterly</i> , 45(2), 351-374.
	Kaptein, M. (2019) The Moral Entrepreneur: A New Component of Ethical Leadership. <i>J Bus Ethics</i> 156, 1135–1150 https://doi.org/10.1007/s10551-017-3641-0
	la Cour, A., Hustinx, L. & Eliasoph, N. Paradoxes Within the Management of Volunteers. <i>Voluntas</i> 34, 442–451 (2023). https://doi.org/10.1007/s11266-023-00578-8

	Kuenzi, M., Mayer, D., Greenbaum, R. (2019). Creating an ethical organizational environment: The relationship between ethical leadership, ethical organizational climate, and unethical behavior. <i>Personnel Psychology</i> 73(1). 10.1111/peps.12356
	De Bruin Cardoso, I. (2024). The Dark Side of the NGO Halo: Exploring moral goodness as a drive for NGO unethical behavior. [Doctoral thesis, ERIM] (Chapter 2 only).
	Kaptein, M. (2023) A Paradox of Ethics: Why People in Good Organizations do Bad Things. <i>Journal of Business Ethics</i> , 184, 297–316 https://doi.org/10.1007/s10551-022-05142-w
	De Cremer, D., van Dick, R., Tenbrunsel, A., Pillutla, M., & Murnighan, J.K. (2011). Understanding ethical behavior and decision making in management: A behavioral business ethics approach. <i>British Journal of Management</i> , 22, S1-4.
	Gottlieb, J.Z. & Sanzgiri, J. (1996). Towards an ethical dimension of decision making in organizations. <i>Journal of Business Ethics</i> , 15(12), 1275-1285.
	Greitemeyer, T., & Sagioglou, C. (2018). When positive ends tarnish the means: The morality of nonprofit more than of for-profit organizations is tainted by the use of compliance techniques. <i>Journal of Experimental Social Psychology</i> , 76(1), 67-75. https://doi.org/10.1016/j.jesp.2017.12.007
	Kaptein, M. (2015). The Effectiveness of Ethics Programs: The Role of Scope, Composition, and Sequence. <i>Journal of Business Ethics</i> , 132(2), 415-431. https://doi.org/10.1007/s10551-014-2296-3
	Mitchell, M., Reynolds, S., & Treviño, L. (2020). The study of behavioral ethics within organizations. <i>Personnel Psychology</i> , 70(2), 313-314. https://doi.org/10.1111/peps.12381