

Unit Outline

MN312

Unit Name	Working with Volunteers		
Unit weighting	Unit credit points: 3		
Pre-requisite or co-requisite	MN210 Human Resource Management		
Delivery mode	Face to face on site	Full time or part time	
Location	<i>Sheridan</i> 18/7 Aberdeen St, Piccadilly Square West, Perth WA 6000		
Student Workload	<i>Timetabled: 36 hours (3 hours per week over 12 teaching weeks)</i> <i>Personal Study: 114 hours (7 hours per week over 12 teaching weeks + 10 hours per week over 3 non-teaching weeks)</i> <i>Total workload: 150 hours (10 hours per week over 15 weeks)</i> <i>Academic writing support available if needed</i>		
Prescribed Textbook(s)	Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). <i>The complete volunteer management handbook</i> (4 th ed.). Directory of Social Change.		
Other resource requirements	Access to the Learning Management System Canvas canvas.sheridan.edu.au		
Work-integrated learning activity	Not applicable		
Timetabled day and time	Thursday, 1.00 p.m.	Room	Room 5 (Ruby)
Unit Coordinator	Dr Blake Hurst	Phone:	6222-4222
Email	bhurst@sheridan.edu.au		

Unit Description

Many not-for-profit (NFP) organisations depend on volunteers to help accomplish their mission of serving beneficiaries. How do organisations plan suitable volunteer roles and then attract, retain, develop and manage volunteers to perform effectively? While ordinary HRM methods and strategies are useful to some extent, working with volunteers involves additional issues that do not arise in managing paid staff. This unit equips students with specialised knowledge relating to leadership and governance of Not-for-Profit organisations, providing conceptual tools aimed at getting the best out of *volunteer* workers. While future managers of volunteers are the primary target audience, the unit content should also provide useful insight for students who do volunteer work themselves.

MN312 Learning Outcomes

Upon successful completion of this unit, you will be able to:

- A. Identify contributions and challenges relevant to the volunteer sector in Australia.
- B. Analyse motivations and challenges of volunteers.
- C. Describe factors that contribute to effective attraction and retention of volunteers.
- D. Apply research and theories to practical issues in volunteer management.

Sheridan Graduate Attributes

Sheridan graduates will be ...

1. Lovers of truth
2. Seekers of wisdom
3. Innovative thinkers
4. Effective communicators
5. Independent learners
6. Servant leaders

Assessment Schedule

Assessment Type	Value	Due Date	LOs Assessed	GAs Addressed
Presentation	20%	Week 4	A, B, C, D	3,4
HR Project	40%	Week 8	A, B, C, D	2,5
Exam	40%	Week 15	A, B, C, D	1,5

NB: You must submit all assessments in order to satisfy the unit requirements.

1. Presentation

This 15-minute presentation will relate to a contemporary issue in management of volunteers. More detailed instructions and information about the presentation topic will be made available in Canvas.

Assessment Type	Presentation				
Criteria /Grade	High Distinction (80-100%)	Distinction (70-79%)	Credit (60-69%)	Pass (50-59%)	Fail (0-49%)
Concept mastery	Excellent understanding	Very good understanding	Sound understanding	Adequate understanding	Little or no understanding
Evidentiary support / research	All claims supported by relevant evidence / research	A few minor evidentiary gaps	Most claims supported by relevant evidence / research	Some claims supported by relevant evidence / research	Little or no evidentiary support
Logical organization	Compelling plan of logical organization; clear and concise	Easy to follow plan of logical organization; clear and concise	Adequate plan of logical organization	Rudimentary plan of logical organization	Confusing/hard to follow the line of thought
Communication skills	Excellent verbal and visual presentation of material	Very good verbal and visual presentation of material	Good verbal and visual presentation of material	Adequate verbal and visual presentation of material	Poor verbal and / or visual presentation of material

2. HR Project

Create a short HR document relevant to management of volunteers. Your document will be accompanied by a memorandum (1500-word limit), explaining how you decided what to include in this document. More detailed instructions for this item of assessment will be made available in Canvas.

Note: Do **not** use GenAI to generate ideas or text for this report.

Assessment Type	HR Project				
Criteria /Grade	High Distinction (80-100%)	Distinction (70-79%)	Credit (60-69%)	Pass (50-59%)	Fail (0-49%)
HR document	Well-chosen categories and descriptions in an entirely clear format	Well-chosen categories and descriptions in an entirely clear format	Some relevant categories and descriptions in an adequately clear format	Some relevant categories and descriptions in a sometimes-confusing format	Few or no relevant categories and descriptions
Content of explanatory memo	Compelling justification of method used to create document	Insightful justification of method used to create document	Adequate justification of method used to create document	Limited justification of method used to create document	Inadequate justification of method used to create document
Logical structure of explanatory memo	Compelling plan of logical	Sound plan of logical	Adequate plan of logical organization	Basic plan of logical organization	Little or no evidence of a

	organization; clear and concise	organization; clear and concise			plan of logical organization
Language Conventions	Correct and concise usage	A few errors in spelling and grammar	Some errors in spelling and grammar	Many errors in spelling and grammar	Poor spelling and grammar

3. Exam

The final exam consists of short-answer questions. All assigned readings and topics are examinable. (While this exam will be open-book, it is essential to prepare a detailed study outline before sitting the exam, as there will not be enough time to find answers to all of the exam questions during the exam.)

Learning Resources

Prescribed Textbook

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer management handbook* (4th ed.). Directory of Social Change.

Recommended Supplementary Readings:

- Ackermann, K. (2019). Predisposed to volunteer? Personality traits and different forms of volunteering. *Nonprofit & Voluntary Sector Quarterly*, 48(6), 1119–1142.
- Alony, I., Haski-Leventhal, D., Lockstone-Binney, L., Holmes, K., & Meijs, L. C. P. M. (2020). Online volunteering at DigiVol: An innovative crowd-sourcing approach for heritage tourism artefacts preservation. *Journal of Heritage Tourism*, 15(1), 14-26.
- Cho, H., Wong, Z., & Chiu, W. (2020). The effect of volunteer management on intention to continue volunteering: A mediating role of job satisfaction of volunteers. *Sage Open*.
<https://doi.org/10.1177/2158244020920588>
- Chung, Y. W., Im, S., & Kim, J. E. (2020). The role of volunteer participation and person-organization fit in the relationship between motives and psychological well-being. *Sustainability*, 12(1), 1–12.
- Einolf, C. J., (2018). Evidence-based volunteer management: A review of the literature. *Voluntary Sector Review*, 9(2). 153-176.
- Grönlund, H., Cnaan, R. A., Kang, C., Yamauchi, N., Compion, S., & Butcher, J. (2023). Religion and episodic volunteering. *Voluntary Sector Review*, 14(1), 62-83.
- Haski-Leventhal, D., Paull, M., Young, S., MacCallum, J., Holmes, K., Omari, M., Scott, R., & Alony, I. (2020). The multidimensional benefits of university student volunteering: Psychological contract, expectations, and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 49(1), 113-133.
- Holmes K., Lockstone-Binney L., Smith K., & Shipway R. (2022). *Routledge Handbook of Volunteering in Events, Sport and Tourism*. Routledge.
- Seel K., & Bennett, J. (2021). *Volunteer administration: Professional practice* (4th ed.). LexisNexis Canada.
- Southby, K., South, J., & Bagnall, A. (2019). A rapid review of barriers to volunteering for potentially disadvantaged groups and implications for health inequalities. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 30, 907-920.

Weekly Schedule of Topics

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Prescribed text:

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer management handbook* (4th ed.). Directory of Social Change.

WEEK	TOPICS	PRESCRIBED READINGS	ASSESSMENTS
1	Introduction	Preface, Ch 1	
2	Planning volunteer involvement; Embedding volunteer involvement; Creating motivating roles	Ch 2, 3, 4	
3	Recruiting volunteers	Ch 5	
4	Matching volunteers to roles; Preparing volunteers	Ch 6, 7	Presentation
5	Managing/empowering volunteers	Ch 8	
6	Managing at a distance/with groups; Managing volunteers with different purposes	Ch 9, 10	
7	In-semester Study Week		
8	Managing with external requirements	Ch 11	HR Project
9	Making a difference	Ch 12	
10	Building and maintaining relationships with volunteers	Ch 13	
11	Building staff and volunteer engagement	Ch 14	
12	Measuring effectiveness; Final Thoughts	Ch 15, 16	
13	Review		
14	Exam Study Week		
15	Exam week		Exam