



**Cass Business School**  
CITY UNIVERSITY LONDON



# PgDip/MSc in Voluntary Sector Management

Course overview October 2016

Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

[www.cass.city.ac.uk/charitiesmasters](http://www.cass.city.ac.uk/charitiesmasters)





## **The Centre for Charity Effectiveness**

Excellent leadership and management are the lifeblood of any successful organisation. The huge sums invested every year by both private and public organisations in improving the leadership and management skills of senior staff are universally recognised as vital to this success.

The Centre for Charity Effectiveness believes it is equally essential to invest in the leaders, managers and other professionals working in the voluntary and community sector (VCS) to create a sustainable future.

To meet this need the Centre for Charity Effectiveness was established and is part of City University's Cass Business School, one of the top rated business schools in Europe. It is the only centre of excellence which offers the full range of latest research, education, training, mentoring and consultancy for voluntary and community sector employees and volunteer leaders.

### **Course Objective**

The course is a complete development programme for managers who wish to gain a sound understanding of the management of people, strategy and leadership through a needs-led framework. Theory and practice are interwoven around subjects such as strategy, diversity, managing people and quality, and leadership and managing change. This teaching is supported by action learning sets. Students are strongly encouraged to create an additional support network by identifying their own coach or a mentor. Guidelines will be given on the course. An additional innovative learning opportunity is the shadowing of a senior executive of their own choosing from within the sector.

### **Our Students**

All students will be highly motivated graduate-level people who bring a wide range of professional competence, skills and experience from a wide range of charitable and beyond profit organisations.

In general we ask for a good first degree, normally a 2.1 Honours degree from a British University or an equivalent qualification from a leading overseas institution and three plus years relevant experience at a senior level in a charity or beyond profit organisation.

## Course Structure

The Postgraduate Diploma is offered on a part time basis and is taught over a period of 12 months.

The Diploma consists of four core modules, common to all Centre for Charity Effectiveness postgraduate courses which provide the essential underpinning of management skills, plus three specialist pathway modules.

All courses are taught at Cass Business School and will require attendance one weekend a month commencing on the Friday afternoon at 13.00 to 21.00 and finishing on Saturday at 17.30.

Additional times of attendance will be required:

- On the Induction Day (the Friday of the October weekend of the course)
- For Action Learning Set meeting (usually alternate months, on Friday morning of the teaching weekend)
- The Resource Management module exam.

Upon successful completion of the diploma students will be given the option to continue to the MSc.

This requires students to take the module in Research Methods for Managers. They may then elect to conduct six months of personal supervised research and the presentation of a 15,000 word dissertation. Alternatively they may choose to attend the three Specialist Pathway modules of one of the other courses as a Taught Masters.

Students opting to complete the Taught Masters now have the choice to complete the recently introduced Social Enterprise module rather than a second Shadowing/Fieldwork Exercise module as part of their specialist module selection.

# Course Content

## Core Modules

### Learning and Understanding the Voluntary Sector

This module aims to enable the student to:

- Map out your learning and development needs
- Set these needs within the context of the programme
- Learn new learning and study skills
- Develop skills to research a field of study selecting relevant information whilst omitting irrelevant discourse
- Develop skills to analyse and synthesise complex information within a coherent framework
- Understand and grasp the skill of working in an Action Learning Set (ALS)

Syllabus

- The theory of Learning
- Assessing your learning style
- Learning and polishing study skills
- Making use of all the available tools
- Drawing up a Learning Contract
- Writing a masters level assignment utilising relevant research techniques

### Marketing and Fundraising

The aims of the module are:

- To provide students with the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems.
- To enable students to analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to their own organisation.

Syllabus

- Effective Marketing Information Systems
- Development of a marketing strategy
- Product/Service policy and new product development
- Role of Communications
- Branding
- Pricing as a value-added marketing tool
- Capacity planning – resources planning and allocation
- Total Quality Management
- Stakeholder/Customer care.

### Resource Management

This module aims to:

- Provide students with an understanding of the principles of resource management within the specialist context of charities.

Syllabus

- Definitions and the legal framework of charities and voluntary organisations
- The role of the Charity Commission
- Sources of finance for the charity sector
- Introduction to general accounting principles
- Charity accounts and regulatory framework
- Understanding, interpreting and analysing charity accounting statements

- Costing and budgeting in voluntary organisations
- Risk assessment
- Outsourcing
- Appraising, appointing and dismissing auditors and other resource consultants and experts
- IT Strategic appraisal and implementation
- The nature of Human Resource Management
- Human resource and personnel issues including training and development, reward and retention and effective selection and recruitment.

### **Strategy, Diversity and Governance**

The aims of the module are:

- To develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- Introduce practical tools to help improve the quality of an organisation's strategic response to the changing environment
- Introduce practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- Provide an enhanced appreciation of the constraints and opportunities offered by the changing governance and service-delivery frameworks which affect voluntary organisations.

Syllabus

Improving an organisation's strategic response by use of strategy and diversity management and theory:

- Approaches to developing strategy
- Approaches to managing diversity
- The changing environment of the voluntary sector
- Case studies on the application of strategic planning and diversity
- Governance issues in voluntary organisations
- Regulation of the charitable sector.

### **Specialist Subject Modules**

#### **Organisation, Leadership and Change**

The aims of the module are:

- Develop a broad knowledge and conceptual base in the field of organisation analysis, leadership and change
- Introduce practical tools to help improve organisational effectiveness and individual performance in the management of change
- Foster the development of analytical skills, the ability to apply theoretical models, and skills to understand, synthesise and evaluate the complexity of organisation functioning.

Syllabus

- Theoretical models and frameworks for looking at organisations and management (macro and micro level, culture, structure, lifecycle, learning)
- Different models of organisational analysis and problem definition/solving
- Frameworks for looking at organisational change and learning, and improving organisation performance
- Leadership and management theory: trends, traits, definitions, skills and competencies.

## **Managing People and Quality**

The aims of this module is to:

- Develop a broad knowledge and conceptual base in the field of quality management, people management and the management of multiple stakeholder needs
- Introduce practical tools to help implement quality assurance systems in a non-profit organisation
- Foster the development of project management skills and continue the process of developing communication and presentation skills.

Syllabus

- Different models and approaches to quality management
- Trends in human resource management – making the most of people resources.

## **Shadowing**

The aims of the module are:

- Develop a different perspective on the role and environment at senior management level in a different organisation
- Consider the ethical and environmental issues faced by a senior manager
- Look at optional and compulsory roles when overseeing an organisation
- Give opportunity to study at close hand the way change is managed in another organisation
- Give the opportunity to apply theory in practice.

## Term Dates

### Diploma

#### Modules

Induction	07 October 2016
Learning and Understanding the Voluntary Sector	07 – 08 October 2016
Strategy, Diversity and Governance	11 – 12 November 2016 09 – 10 December 2016
Marketing and Fundraising	13 – 14 January 2017
Resource Management	10 – 11 February 2017 10 – 11 March 2017 07 – 08 April 2017 Exam* 05 May 2017
Organisation, Leadership and Change	11 – 12 May 2017 09 June 2017
Managing People and Quality	10 June 2017 14 – 15 July 2017
Shadowing	process to be completed by early August 2017
Course Review Day	08 September 2017

\*All other modules are assessed by coursework

Teaching normally takes place between 13.00 and 21.00 on Friday, and 09.15 to 17.30 on Saturday. The following denote exceptions:

An Action Learning Set session will take place on the Friday morning of each alternate teaching module.

## **MSc Conversion Options from January 2018**

Research Methods for Managers 19– 20 January 2018

### **Masters by Dissertation**

Research Proposal Review Day 16 February 2018

Dissertation submission 14 September 2018

### **Taught Masters**

#### **Charity Accounting and Financial Management option**

Social Enterprise 16 – 17 February 2018  
16 – 17 March 2018  
(specific Shadowing/Fieldwork exercise on request only Report due 12 September 2018)

Advanced Charity Accounting, Audit and Taxation 18 – 19 May 2018  
08 June 2018  
Exam 06 July 2018

Voluntary Sector Financial Management 09 June 2018  
13 – 14 July 2018

#### **Charity Marketing and Fundraising option**

Social Enterprise 16 – 17 February 2018  
16 – 17 March 2018  
(specific Shadowing/Fieldwork exercise on request only Report due 12 September 2018)

Fundraising 18 – 19 May 2018  
08 June 2018  
Exam 06 July 2018

Strategic Charity Marketing 09 June 2018  
13 – 14 July 2018

#### **Grantmaking, Philanthropy and Social Investment option**

Social Enterprise 16 – 17 February 2018  
16 – 17 March 2018  
(specific Shadowing/Fieldwork exercise on request only Report due 12 September 2018)

Principles and Practices of Grantmaking 18 – 19 May 2018  
08 June 2018  
Exam 06 July 2018

Management of Grantmaking 09 June 2018  
13 – 14 July 2018

#### **NGO Management option**

Social Enterprise 16 – 17 February 2018  
16 – 17 March 2018  
(specific Shadowing/Fieldwork exercise on request only Report due 12 September 2018)

NGO Management: The strategic issues 11 – 12 May 2018  
08 June 2018

Managing NGOs: People and Practices 09 June 2018  
13 – 14 July 2018

## The faculty

The faculty represents a combination of leading academics and practitioners.

**Professor Ian Bruce CBE** is a Visiting Professor and his particular interest is strategic planning and marketing for charities. He is Vice President of the Royal National Institute of the Blind and was previously Chief Executive of two national charities, a Chief Officer in local government and manager in the private sector.

**Caroline Copeman** is a Senior Visiting Fellow. She has 20 years senior experience in the commercial, public and voluntary sectors and has particular knowledge of strategy development and business planning, human resource management, change management, leadership and organisational development.

**Professor Stuart Etherington** is Chief Executive of NCVO. Throughout his career he has been involved in the leadership of voluntary organisations and policies surrounding them. As such he has become a leading commentator, both through his writing and his media profile.

**Dr Peter Grant** is Senior Teaching Fellow in the Faculty of Management and the academic leader on the MSc Grantmaking, Philanthropy and Social Investment programme. Peter worked in the Arts and then as Director of an inner city charity for eight years. He joined Sport England at the inception of the National Lottery where he was respectively Deputy Director of Operations and then Head of Public Affairs and Development. From 1999 to 2004 he was Director of Operations of the New Opportunities Fund.

**Professor John Hailey** is a Senior Teaching Fellow at Cass Business School and the academic leader on the MSc NGO Management. He is also an independent consultant. Formerly, he was Professor of International Management and Deputy Director of Oxford Brookes University Business School, Director of the International Development Centre at Cranfield School of Management, and a Research Fellow at the East West Center in Hawaii. He was also one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC), and was the first Director of INTRAC's Praxis Programme which was established to inform the development of new approaches to capacity building and managing change.

**Professor Andrew Hind** is a Visiting Professor in Charity Governance and Finance. He is the joint module leader for Resource Management and Voluntary Sector Financial Management with Professor Paul Palmer. He was previously the Chief Executive of the Charity Commission and currently Editor of the Charity Finance Magazine.

**Ray Jones** is Head of Accountancy Policy at the Charity Commission and is module leader for one of the specialist pathway modules on the Charity Accounting and Financial Management course.

**Professor Stephen Lee** is Academic Leader for the PgDip/MSc Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and non-profit governance issues. He entered the voluntary sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the not-for-profit sector, he held the post of Director of the Institute of Fundraising (IOF) for a period of eleven years.

**Professor Paul Palmer** is the Associate Dean for Ethics, Sustainability and Community Engagement at Cass Business School as well as the Centre's Course Director for the specialist charity Masters programmes. As the author of several books on charity finance and governance, he also contributes to NCVO's web-based helpline and is a member of the Charity Commission's SORP committee. Previously he worked in senior positions in the voluntary sector.

**Atul Patel** is a Senior Teaching Fellow and the academic leader on the MSc Voluntary Sector Management. Qualified in social work, he has spent more than 15 years working in the voluntary and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.

## **Current and past contributors and guest lecturers include:**

### **PgDip/MSc Charity Accounting and Financial Management**

<b>Tony Austin</b>	Tax Partner, Mazars, London Region
<b>Kevin Barnes</b>	Finance Director, Barnados
<b>Don Bawtree</b>	Partner and Head of Charity Unit, BDO Stoy Hayward
<b>Paul Breckell</b>	Finance Director, RNID
<b>James Brook-Turner</b>	Finance Director, Nuffield Foundation
<b>Geoff Burnand</b>	Social Finance
<b>Jim Clifford</b>	Partner, Baker Tilly
<b>Greyham Dawes</b>	Director, Charities Unit, Horwath Clark Whitehill
<b>Kenneth Dibble</b>	Head of the Legal Division, Charity Commission
<b>Graham Elliott</b>	VAT Partner, Withers
<b>Neil Finlayson</b>	Charities Partner, Kingston Smith Chartered Accountants
<b>Stephen Fisher</b>	Partner, Premier-fd.com
<b>Pesh Framjee</b>	Partner, Horwath Clark Whitehill, Charity Unit
<b>Peter Gotham</b>	Chair of Charities Special Interest Group, ICAEW
<b>Bob Humphreys</b>	Oxfam
<b>Robert Meakin</b>	Partner, Stone King Solicitors
<b>Rick Payne</b>	ICAEW Finance Innovation Lab
<b>Andrew Pitt</b>	Head of Charities, Newton Investment Management
<b>Adrian Poffley</b>	World Bank
<b>David Rowe</b>	Head of Charities Unit, UBS
<b>Mark Salway</b>	Finance Director, CARE International
<b>Kate Sayer</b>	Partner, Sayer Vincent
<b>Alan Sharpe</b>	Finance Director, RSPB; Chairman, Charities Consortium
<b>Julian Smith</b>	Partner, Farrer and Co
<b>John Tate</b>	IT Advisor (Charity Finance Group, Charity Technology Trust)
<b>Andrew Wauchope</b>	Head of Charities, UBS
<b>Gavin Williams</b>	Partner, Premier-fd.com

### **PgDip/MSc Charity Marketing and Fundraising**

<b>Mark Astarita</b>	Chair IOF & Director of Fundraising British Red Cross
<b>Ken Burnett</b>	Fundraising Forum
<b>Jane Cunningham</b>	CEO Personal Telephone Fundraising
<b>Fiona Hesselden</b>	Consultant at UNHCR International
<b>Giles Pegram</b>	Consultant
<b>Richard Radcliffe</b>	Chairman, Legacy Campaign Development, Smee & Ford

## **PgDip/MSc Grantmaking, Philanthropy and Social Investment**

<b>Steven Burkeman</b>	Chief Executive, Board Member and Volunteer in not-for-profit sector
<b>David Carpenter</b>	Director Trioplus Consultants and former Director, Lottery Sports Fund
<b>Christine Elliott</b>	Chief Executive, Ramblers Association
<b>Margo Horsley</b>	Consultant and Trainer for trusts, foundations, Lottery distributors and charities
<b>Julia Kaufmann</b>	Freelance evaluator, trainer and capacity builder
<b>Professor Diana Leat</b>	Visiting Professor, Cass Business School
<b>Sarah Mistry</b>	Head of Research, Big Lottery Fund
<b>Gerald Oppenheim</b>	Director of Planning and Performance, Big Lottery Fund
<b>Cathy Pharoah</b>	Former Head of Research, Charities Aid Foundation
<b>Nigel Siederer</b>	Runs Good Foundations Consultancy
<b>Clare Thomas MBE</b>	Chief Grants Officer, Bridge House Trust
<b>Anthony Tomei</b>	Director, Nuffield Foundation
<b>Beth Breeze</b>	Freelance researcher and writer specialising in philanthropy and charitable giving

## **PgDip/MSc NGO Management**

<b>Christine Allen</b>	Director progressio
<b>Neil Casey</b>	Chair, People in Aid
<b>Chris Cattaway</b>	Independent Consultant, pm4ngo & Global Achievements
<b>James Crowley</b>	Accenture Development Partnership
<b>Corinne Davey</b>	Director, CDDC
<b>Ben Emmens</b>	Director of Human Resource Services, People in Aid
<b>Anna Feuchtwang</b>	Director, Every Child
<b>Anne Garbutt</b>	Consultancies Director, INTRAC
<b>Alex Jacobs</b>	Director of Quality, PLAN International
<b>Ben Jackson</b>	Director, BOND
<b>Rick James</b>	Senior Consultant, INTRAC
<b>David Lewis</b>	Professor of Social Policy, LSE
<b>Rachel Manton</b>	Accenture Development Partnership
<b>Peter Moore</b>	Action Aid, International Board
<b>Christie Peacock</b>	CEO, Farm Africa
<b>Nick Roseveare</b>	Former Director, BOND

## **PgDip/MSc Voluntary Sector Management**

<b>Debra Allcock-Tyler</b>	Chief Executive, Directory of Social Change
<b>Andrew Baines</b>	Royal British Legion
<b>Fiona Bartels-Ellis</b>	Head, Equal Opportunity and Diversity, British Council
<b>Kate Bowgett</b>	Volunteer Management Advisor, London Museums Hub
<b>Dorit Braun</b>	Parentline Plus
<b>Simon Davey</b>	Omega Alpha Ltd
<b>Paul Hemming</b>	Southern Region Childline
<b>Veronique Jochum</b>	NCVO
<b>Susan Kay-Williams</b>	Garden Organic
<b>Nigel Lewis</b>	Chief Executive, Ability Net
<b>Bharat Mehta</b>	Chief Executive, City Parochial
<b>Tony Newby</b>	BTCV
<b>Louise Savell</b>	ARK
<b>Valerie Tulloch</b>	NCH
<b>Sally Warren</b>	Generate
<b>Karl Wilding</b>	Director of Public Policy, NCVO

## Course Fees

The fees for the programme are:

Postgraduate Diploma	£5,850
MSc Conversion	£3,150

Fees can be paid in two instalments. The first has to be paid to complete registration. Students pay the second installment at the end of January. If sponsored, the sponsoring charity will be invoiced around the start date of the course. Sponsoring Charities can by request pay the second installment in the first week in April 2017. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting the diploma to MSc the fee of £3,150 is payable as a single payment in the second year.

For any further enquiries, please contact the Charity Programmes Office  
[charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)

## Application

Apply for the course by completing the online application form, using the Apply Now button on the following page:

**[www.cass.city.ac.uk/courses/masters/charity-courses/voluntary-sector-management](http://www.cass.city.ac.uk/courses/masters/charity-courses/voluntary-sector-management)**

Please attach a current CV and a supporting document to your application to show the breadth and relevance of your experience which it may not be possible to detail on the online form.

Please provide details for one academic and one professional reference or two professional references, depending on which is more relevant to your background in the past 3 - 5 years.

In order to participate fully in the collaborative learning process all students who have not previously studied in English must sit an IELTS exam. The required IELTS level is an average of 7.0 with a minimum of 6.5 in writing. If you are not a native English speaker but have been studying in the UK for the last three years it is unlikely you will need to take the test. Please submit a copy of your most recent English language test/qualification along with your application and a decision will be made by the Admissions Panel.



Centre for Charity Effectiveness

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**Cass Business School**

In 2002, City University's Business School was renamed Sir John Cass Business School following a generous donation towards the development of its new building in Bunhill Row. The School's name is usually abbreviated to Cass Business School.

**Sir John Cass's Foundation**

Sir John Cass's Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.