



Centre for Charity Effectiveness

MSc/Postgraduate Diploma:
Voluntary Sector Management
Course Overview October 2017

Centre for Charity Effectiveness

Intellectual leadership:
developing talent,
enhancing performance



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MSc in Voluntary Sector Management

The overall aim of the programme is to provide an advanced route for management and leadership development within the voluntary and community sector to encourage career development and higher standards of effectiveness amongst senior managers in the sector.

The programme was carefully and expertly developed in partnership with nine leading charities. It is aimed at those currently working in the sector.

As a student you will gain:

- A broad knowledge and understanding of nonprofit organisations, the external context within which they operate, and how they should be led and managed (integrating the different disciplines in an holistic way)
- Develop and challenge programme participant's understanding and appreciation of the conceptual foundation of these fields, and of their relevance in an applied setting
- A range of cognitive, intellectual and personal/interpersonal skills and techniques to apply directly to day to day work
- The opportunity to develop deep and relevant insights into charity management from peers from different but related backgrounds (through networking, study and sharing of ideas)
- The ability to deliver direct benefits back to their organisation in the form of recommendations for improved effectiveness across all the subject areas covered.

WHAT SETS THE CASS VOLUNTARY SECTOR COURSE APART

Both academic and applied: the course combines the academic rigour of an internationally respected business school with a highly practical and applied approach. The course is delivered by management practitioners with decades of first-hand experience and ongoing involvement in the sector. In addition we have guest lectures by senior VCS staff or consultants presenting the latest issues and exploring the realworld challenges

they face. The shadowing exercise, a key component of the course, provides students with a unique insight into the day-to-day realities of management in the sector.

A rich learning environment: the course lecturers are among the most highly regarded in the University and several have been awarded prizes for the quality of their teaching. Personal reflection and learning is encouraged through action learning sets and the coaching opportunities that are available. We place considerable emphasis on student participation and interaction. Together with the diversity of the student cohort each year, this creates a stimulating learning environment

Future-facing: the course focuses on the constantly evolving landscape of the charity and voluntary sector. It explores the implication for organisations of emerging trends in organisational analysis, leadership, leading organisational change, the role of power and politics in organisational success, managing and developing individual performance and creating high performing teams.

Our students

All students are highly motivated graduate-level people who bring a wide range of professional competencies, skills and experience from a wide range of backgrounds.

Typically, 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 or more years relevant experience at a senior level. In exceptional cases we will accept those without a degree , provided they have significant and relevant work experience.

Deborah Cartwright

CEO, Oasis Domestic Abuse Service

The MSc Voluntary Sector Management course gave me the skills to transform my organisation from a small single service charity into a respected player in public sector commissioning locally. The PG Dip year allowed us to measure the impact of our work to inform future practice, and to improve every aspect of the organisation from Governance to fundraising. Not only that but undertaking Masters research was a valuable and enjoyable experience for me personally!

Andy Langford

Director of Operations, Cruse

I enrolled on the MSc in Voluntary Sector Management, and I found it enlightening and also good fun. The core tutors and guest lecturers were top quality, and were also very encouraging. They really pushed us to fully explore the subjects we were covering. Since graduating, every element of the course has proved extremely useful. I have been able to utilise everything from teaching on big picture vision, mission and values, to the detail inherent in the subject of financial management. Since graduating I had changed jobs and organisation, and moved into a more senior role. Studying at Cass has been instrumental to this journey, and I enjoy continued contact with Cass, and the opportunities that the Cass community provides.

Curriculum overview

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 managing people and quality, and leadership and managing change.

It is one of the five postgraduate courses offered by Cass Business School's Centre for Charity Effectiveness (Cass CCE). Cass CCE inspires transformation and delivers positive change within the nonprofit sector through a mix of educational programmes, consultancy services and convening activities.

The full MSc is taught on a part-time basis over a period of two years. Alternatively, some students wish to graduate after the first year with a Postgraduate Diploma.

The first year is common to both the MSc and the PgDip and to all of the Centre's postgraduate courses. It consists of four core modules which all students take. These core modules provide the essential underpinning of management skills for the specialist courses.

To complete the full MSc, students are required to take the Research Methods for Managers module in the second year. 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 Social Enterprise module and the two taught Specialist Pathway modules of one of the other courses as a Taught Masters.

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

Additional attendance will be required (first year only):

- On the Induction Day (the Friday of the October weekend of the course)
- For Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend)
- The Resource Management and Principles and Practices of Grantmaking module exams.

Voluntary Sector Management modules

Organisations, Leadership and Change

You will develop a broad knowledge and conceptual base in the field of organisation analysis, leadership and change, and be introduced to 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.).

These two pages provide a summary of the Voluntary Sector Management Specialist Modules and the four modules that students complete in their first year. Further summaries for other courses' Specialist Modules can be found in their respective course brochures.

Managing People and Quality

You will develop a broad knowledge and conceptual base in the field of quality management, people management and the management of multiple stakeholder needs.

You will be introduced to practical tools to help implement quality assurance systems in a nonprofit organisation, and theory and tools for managing individual performance.

- Theoretical models and frameworks for looking at organisations and management (macro and micro level, culture, structure, lifecycle, learning)
- Different models of organizational 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.

SYLLABUS

- Different models and approaches to quality management
- Trends in human resource management reflecting the importance of ethical frameworks in making the most of people resources
- Working with volunteers
- Manage external relationships, for example commissioners.

Shadowing

This module provides a tailored learning experience centred on the your learning contract and built around a four to five day negotiated shadowing experience where you will shadow a senior manager in a voluntary sector organisation.

SYLLABUS

- develop a different perspective on the role and environment at senior management level in a different organisation
- consider the different 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 organization.

Core modules

Learning and Understanding the Voluntary Sector

This module aims to enable you 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).

Resource Management

This module aims to enable you to:

- Understand the principles of resource management within the specialist context of charities.

Marketing and Fundraising

This module aims to enable you to:

- Recognise and use the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems
- Analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to your own organisation.

Strategy, Diversity and Governance

This module aims to enable you to:

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



Year 1 – 2017

Module	Date
Induction	06 October 2017
Learning and Understanding the Voluntary Sector	06 – 07 October 2017
Strategy, Diversity and Governance	10 – 11 November 2017 08 – 09 December 2017
Marketing & Fundraising	12 – 13 January 2018
Resource Management	09 – 10 February 2018 09 – 10 March 2018 06 – 07 April 2018
Exam*	04 May 2018
Organisation, Leadership and Change	11 – 12 May 2018 08 June 2018
Managing People and Quality	09 June 2018 13 – 14 July 2018
Shadowing	Process to be completed by early August 2018
Course Review Day	07 September 2018

*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.

Year 2 – 2019

**MSC CONVERSION FROM JANUARY 2019
(DATES TO BE CONFIRMED NOVEMBER 2018)**

Module	Date
Research Methods for Managers	18 – 19 January 2019
Masters by Dissertation	
Research Proposal Review Day	15 February 2019
Dissertation submission	12 September 2019
Taught Masters	
Charity Accounting and Financial Management option	
Social Enterprise	15 – 16 February 2019 15 – 16 March 2019
Advanced Charity Accounting, Audit and Taxation	31 May – 01 June 2019 14 June 2019
Exam	12 July 2019
Voluntary Sector Financial Management	15 June 2019 26 – 27 July 2019
Charity Marketing and Fundraising option	
Social Enterprise	15 – 16 February 2019 15 – 16 March 2019
Fundraising	31 May – 01 June 2019 14 June 2019
Exam	12 July 2019
Strategic Charity Marketing	15 June 2019 26 – 27 July 2019
Grantmaking, Philanthropy and Social Investment option	
Social Enterprise	15 – 16 February 2019 15 – 16 March 2019
Principles and Practices of Grantmaking	31 May – 01 June 2019 14 June 2019
Exam	12 July 2019
Management of Grantmaking	15 June 2019 26 – 27 July 2019
NGO Management option	
Social Enterprise	15 – 16 February 2019 15 – 16 March 2019
NGO Management: The strategic issues	17 – 18 May 2019 14 June 2019
Managing NGOs: People and Practices	15 June 2019 26 – 27 July 2019

The Faculty

Voluntary Sector Management Faculty



Atul Patel

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.



Ernie Messer

Ernie Messer is a senior consultant with broad based general management experience now working solely in the non profit sector and specialising in building collaborative ventures between charities - frequently stretching out into the public and commercial sectors. He is passionate about achieving lasting social change in challenging situations.



Ian Lawson

Ian Lawson is the Director of Leadership Works Ltd, an organisation he set up in July 2010 to continue his work in leadership development after 26 years at The Work Foundation. He has been deeply engaged in the recent Work Foundation "Outstanding Leadership" research and has presented the findings of this work to MOD, Ministry of Justice, Home Office, National Academy for Skills in Social Care, Friends Life and The National School of Government.

Guest Lecturers include:

Debra Allcock-Tyler: Chief Executive, Directory of Social Change

Andrew Baines: Royal British Legion

Fiona Bartels-Ellis: Head, Equal Opportunity and Diversity, British Council

Dorit Braun: Parentline Plus

Caroline Copeman: Senior Visiting Fellow and Principal consultant, CCE

Simon Davey: Omega Alpha Ltd

Paul Hemming: Southern Region, Childline

Nigel Hartley: CEO, Earl Mountbatten Hospice

Veronique Jochum: NCVO

Susan Kay-Williams: Garden Organic
Nigel Lewis: Chief Executive, Ability Net

Bharat Mehta: Chief Executive, City Parochial

Tony Newby: BTCV

Heather Richardson: Joint Chief Executive, St Christopher's Hospice

Valerie Tulloch: NCH

Karl Wilding: Director of Public Policy and Volunteering, NCVO



Core Faculty

The faculty represents a combination of leading academics and practitioners.

Justin Davis Smith Justin is a Senior Research Fellow at the Centre for Charity Effectiveness, Cass Business School. He was previously Chief Executive of Volunteering England, Director of the Institute for Volunteering Research and Executive Director of Volunteering at NCVO. He has over 20 years researching and leading in the volunteering movement and has advised the UK Government and the United Nations on the development of volunteering policy.

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 is Editor of the Charity Finance Magazine.

Professor Stephen Lee is the Academic Leader for the Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and nonprofit governance issues. He entered the nonprofit sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the 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 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 nonprofit sector.



Course fees

The fees for the programme are:

Year 1 (Postgraduate Diploma): £6,000

Year 2 (MSc Conversion): £3,500

First year fees can be paid in two instalments. The first must be paid in order 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 instalment in the first week in April 2018 on receipt of the invoice. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting the diploma to MSc the fee of £3,500 is payable as a single payment in the second year.

For any further enquiries, please contact the Charity Programmes Office 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

Please attach a current CV and a personal statement 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.

Cass Centre for Charity Effectiveness

- Our enduring mission is to drive transformation in the sector. We will continue to innovate, enable outstanding leadership, and deliver sustainable change through applied research, professional development programmes and consultancy to both support the sector in the UK and internationally.
- We are the sector's academic convenor. We are the place where students can gain world class Masters degrees, where charity leaders come for cutting-edge professional development and to meet and network with peers and share their experiences and ideas.
- Our inspirational alumni lead some of the UK's most successful charities and return regularly for professional development, consultancy services and networking. They are core to delivering our ongoing mission to drive transformation within the sector and society.

Find out more about us: www.cass.city.ac.uk/cce

Celebrating over 10 years inspiring transformation within the nonprofit sector

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Cass Business School

In 2002, the School was renamed Sir John Cass Business School following a generous donation towards the development of its new Bunhill Row premises.

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.



Disclaimer: All the information contained within this brochure was correct at the time of going to print. Published November 2016.

City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.



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