CASS
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON
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Centre for Charity Effectiveness

MSc/Postgraduate Diploma:

NGO Management

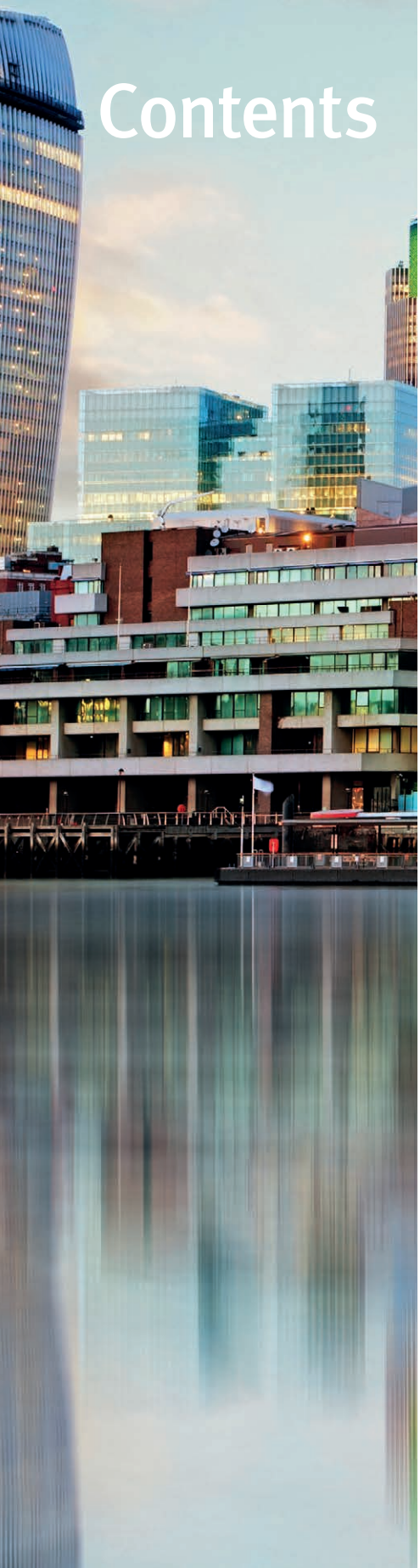
Course Overview October 2017

Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

CASS BUSINESS SCHOOL

Centre for Charity Effectivenes
T: +44 (0)20 7040 5114
E: charityapps@city.ac.uk
www.cass.city.ac.uk/charitymasters



Contents

MSc in NGO Management 1
What sets the Cass NGO Management course apart 1
Our students 2
Curriculum overview 3
NGO Management Modules 4
Core Modules 5
Year 1 – 2017 6
Year 2 – 2019 7
The Faculty 8
NGO Faculty 8
Core Faculty 9
Course Fees 10
Application 10
Cass Centre for Charity Effectiveness 11

MSc in NGO Management

This unique course is one of the only management courses in Europe to focus on the specific needs of senior staff and trustees of international NGOs. This academically rigorous and practically applied postgraduate course is designed for those hoping to develop a senior management career in international development, become a board member of an international NGO board, or work in a foundation funding work internationally.

It is aimed at those currently working in the sector and also at people exploring a career shift into the international development sector and consultants looking to develop their expertise in the NGO sector.

As a student you will gain:

- An understanding of the strategic issues and organisational challenges facing NGO managers
- Relevant management competencies, leadership skills and analytical capabilities
- Insight into the different strategies and approaches commonly adopted by NGOs
- An appreciation of the issues of managing change in NGOs
- Access to a strong network and connections within the sector
- Confidence to pursue your career in the sector.

WHAT SETS THE CASS NGO MANAGEMENT COURSE APART

Future-facing: the course focuses on the rapidly evolving context of international development. It explores the implication for NGOs of trends such as the changing role of civil society, altering aid flows, increased funding for humanitarian and security work, shifting North-South relations, the impact of new digital technologies, the moves to greater collaboration and the increasing influence of the private sector in the development process.

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 NGO management practitioners with decades of first-hand experience and ongoing involvement in the sector. In addition we have guest lectures by senior NGOs staff or consultants presenting the latest issues and exploring the real-world 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 NGO management.

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.

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.

Past students have come from NGOs of all sizes, as well as foundations, business and the public sector.

Matt Parker

Vice President, Kids Alive International, Chicago, USA

I found the MSc in NGO Management to be extremely practical and valuable. The course gave an excellent overview of the issues facing charities that are working internationally ... the quality of the teaching was high and the assignments relevant and stimulating. I highly recommend it.

Alison Marshall

Senior Advocacy Adviser, International Planned Parenthood Federation

I have used the models and approaches which I learned on the course in my day to day work. The breadth of the course gave me the confidence that I know the key issues across the range of functions within NGOs.

Jennifer Coffey

Deputy Head of Partnership Development, Save the Children UK Global Programmes

I cannot recommend more nor speak more highly of the Masters in NGO Management at Cass. The quality, pace and depth of the teaching, learning and challenge was genuinely excellent. I was promoted within a few weeks of completing the course and 100% believe this would not have happened so quickly without the added value the Masters brought to me. The Masters itself, the professors and my fellow students gave me huge confidence and knowledge.

Curriculum overview

The aim of the NGO Management course is to enable students to develop key management competencies and analytical capabilities needed by those in leadership and management positions in international NGOs.

The course has been developed in partnership with leading INGOs and BOND (the UK-NGO network). 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)
- or Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend)
- The Resource Management module exam.

NGO Management modules

The next two pages provide a summary of the NGO 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.

NGO Management: The Strategic Issues

This module aims to enable you to:

- Understand the key strategic issues facing the NGO sector
- Analyse the organisational challenges facing international NGOs.

SYLLABUS

- The development environment and strategic trends
- NGOs: organisational types and structures
- The issues of managing NGOs in the current aid architecture
- Implications of the changing role of INGOs and civil society
- Applying NGO principles and values
- Governance and working with NGO Boards
- NGO Capacity building: trends and effectiveness
- Developing strategies and strategic plans
- Building partnerships and managing inter-organisational relations.

Managing NGOs: People and Practice

This module aims to enable you to:

- Critically appreciate the issues NGO managers face
- Develop the skills and competencies to work effectively with different people and the processes and practices involved.

SYLLABUS

- Managing effective, accountable and sustainable NGOs
- NGO Leaders and Leadership Development
- NGO management competencies
- Dimensions of cross-cultural management in NGO context
- Managing people & teams in NGOs
- OD and organisational change in NGOs
- Promoting organisational learning and innovation in NGOs
- Current issues in monitoring & evaluation.

Shadowing

This module aims to enable you to:

- Critically appreciate the issues NGO managers face
- Develop the skills and competencies to work effectively with different people and the processes and practices involved.

SYLLABUS

- Managing effective, accountable and sustainable NGOs
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- OD and organisational change in NGOs
- Promoting organisational learning and innovation in NGOs
- Current issues in monitoring & evaluation.

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	11 – 12 January 2018
Resource Management	09 – 10 February 2018 09 – 10 March 2018 06 – 07 April 2018
Exam*	04 May 2018
NGO Management: The Strategic Issues	11 – 12 May 2018 08 June 2018
Managing NGOs: People & Practices	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.

An Action Learning Set session will take place on the Friday morning of each alternate teaching module (October, December, February, April, June, September).

N.B. Students not wishing to continue their studies after successful completion of the first year may graduate with a Postgraduate Diploma.

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	15 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
Voluntary Sector Management option	
Social Enterprise	15 – 16 February 2019 15 – 16 March 2019
Organisations, Leadership and Change	17 – 18 May 2019 14 June 2019
Managing People and Quality	15 June 2019 26 – 27 July 2019

The Faculty

NGO Faculty

John Hailey

John Hailey is a Professor at Cass Business School and is also a Visiting Professor at the University of Bath. He was one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC). John has worked in over fifty different countries, and has extensive international experience as a consultant with a range of International NGOs, UN agencies, donors and foundations. His research and publications have focused on the leadership and management of international NGOs, and the strategic issues facing international NGOs and development agencies generally.

Rick James

Rick James has more than 25 years' experience working with NGOs in Africa, Latin America and Europe. He has worked with INTRAC, (the International NGO Training and Research Centre,) since its inception more than 20 years ago. He focuses on organisational change, specialising in strategy and leadership development. He has consulted for more than 100 NGOs, faith-based organisations and official aid agencies, and has published over 50 articles and books. He has a PhD in NGO Management from City University London and is a Visiting Fellow in the Faculty of Management at Cass.

Core Faculty

The faculty represents a combination of leading academics and practitioners.

Justin Davis Smith 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.

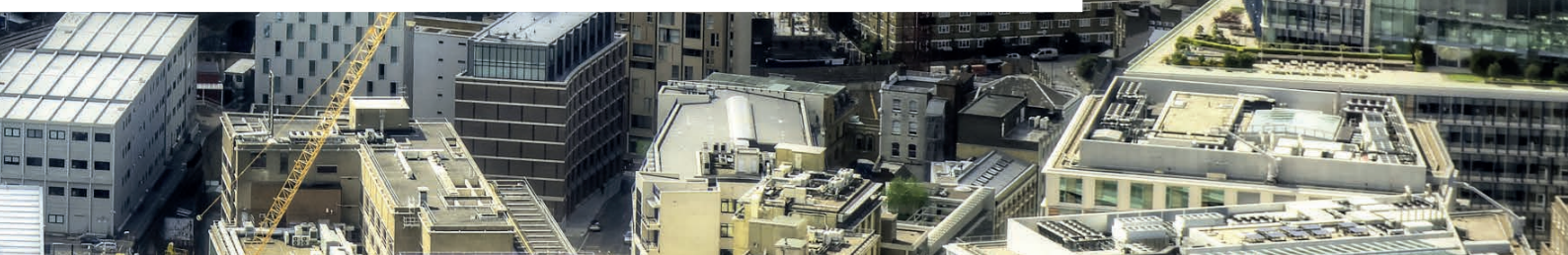
Dr Peter Grant is Senior Teaching Fellow in the Faculty of Management and the Academic Leader on the MSc Grantmaking, Philanthropy and Social Investment programme. Peter worked in the Arts and then as Director of an inner city charity for eight years. He joined Sport England at the inception of the National 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 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 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.

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 nonprofit and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.



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 intstalment 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/ngo-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.

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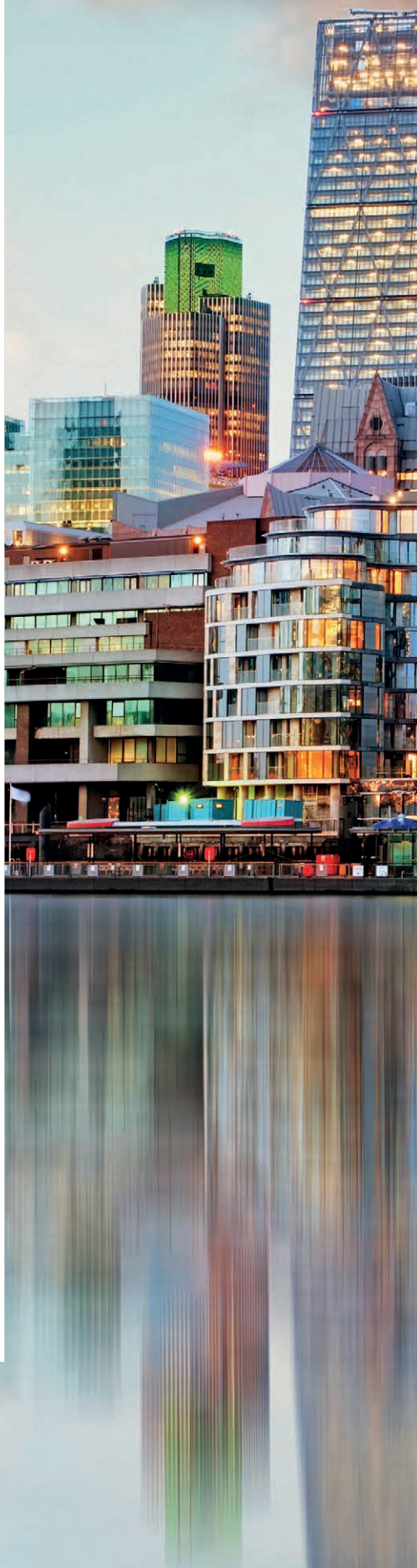
Cass Centre for Charity Effectiveness

- 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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106 Bunhill Row
London EC1Y 8TZ
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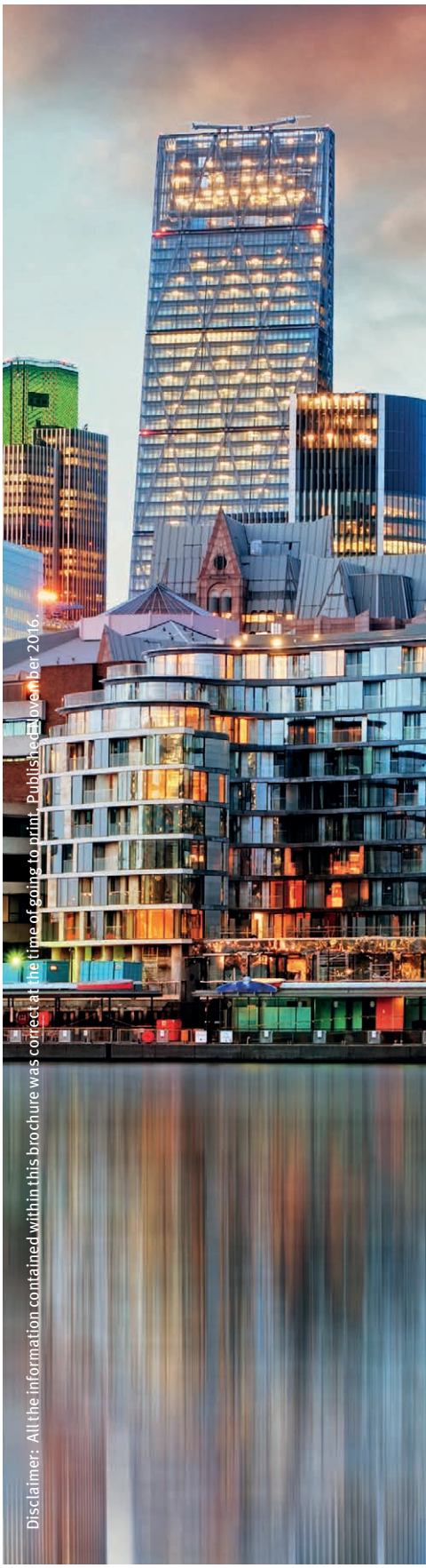

Disclaimer: All the information contained within this brochure was correct at the time of going to print. Published November 2016.

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.

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.

UNIVERSITY OF LONDON