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BUSINESS SCHOOL  
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## Centre for Charity Effectiveness

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MSc/Postgraduate Diploma:  
Voluntary Sector Management  
Course Overview October 2024

[ Always learning ]

Centre for Charity Effectiveness

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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 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 the Bayes Business School has been instrumental to this journey and I enjoy continued contact with the Business School and the opportunities that the Business School 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 the Bayes Business School's Centre for Charity Effectiveness (CCE). 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 five 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 Bayes 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)

# 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.

### SYLLABUS

- Foster the development of analytical skills, the ability to apply theoretical models and skills to understand, synthesise and evaluate the complexity of organisation functioning.
- 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.

## 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.

### 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.

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

# Core modules

## 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.

## Charity Accounting and Finance

The aims of the module are:

- To provide you with an understanding of the specialist charity accounting framework grounded in trust law and fund accounting principles and issues of financial management.

## People Management in the Voluntary Sector

The aims of the module are to provide you with an understanding of the:

- Principles of HRM within the specialist context of charities.
- Key developments taking place in the world of volunteering and the implications for involving volunteers in voluntary organisations.

## Learning and Understanding the Voluntary Sector

This module aims to enable you to:

- Map out your learning and development needs
- Learn new learning and study skills
- Understand and grasp the skill of working in an Action Learning Set (ALS).
- Understand the historical roots of voluntary action and current policy issues

## Strategy, Diversity and Governance

This module aims to enable you to:

- 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: 2024 – 25

Module	Date
In-person registration and Induction	03 October 2024
Learning and Understanding the Voluntary Sector	04 – 05 October 2024
Strategy, Diversity and Governance	08 – 09 November 2024 06 – 07 December 2024
Marketing and Fundraising	10 – 11 January 2025
People Management in the Voluntary Sector	07 – 08 February 2025
Charity Accounting and Finance	07 – 08 March 2025 04 – 05 April 2025
Organisation, Leadership and Change	09 – 10 May 2025 13 June 2025
Managing People and Quality	14 June 2025 18 – 19 July 2025
Shadowing	Process to be completed by early August 2025
Course Review Day	05 September 2025

\*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, July, September).



# Year 2: 2026

MSC CONVERSION FROM JANUARY 2026  
(DATES TO BE CONFIRMED SEPTEMBER 2025)

Module	Date
Research Methods for Managers	23 – 24 January 2026
<b>Masters by Dissertation</b>	
Research Proposal Review Day	20 February 2026
Dissertation submission	17 September 2026
<b>Taught Masters</b>	
<b>Charity Accounting and Financial Management option</b>	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
Advanced Charity Accounting, Audit and Taxation	15 – 16 May 2026 12 June 2026
Exam	10 July 2026
Voluntary Sector Financial Management	13 June 2026 24 – 25 July 2026
<b>Charity Marketing and Fundraising option</b>	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
Fundraising	15 – 16 May 2026 12 June 2026
Strategic Charity Marketing	13 June 2026 24 – 25 July 2026
<b>Philanthropy, Grantmaking and Social Investment option</b>	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
Principles and Practices of Philanthropy, Grantmaking and Social Investment	15 – 16 May 2026 12 June 2026
Management of Philanthropy, Grantmaking and Social Investment	13 June 2026 24 – 25 July 2026
<b>NGO Management option</b>	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
NGO Management: The strategic issues	08 – 09 May 2026 05 June 2026
Managing NGOs: People and Practices	06 June 2026 24 – 25 July 2026

# The Faculty

## Voluntary Sector Management Faculty



### Justin Davis Smith

Justin Davis Smith is a Senior Lecturer and Academic Leader for the MSc Voluntary Sector Management at the Centre for Charity

Effectiveness, Bayes 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.



### Sarah Mitchell

Sarah Mitchell is an experienced and entrepreneurial charity leader.

She became the Chief Executive of Cycling UK in September

2020, and has previously been the Chief Executive of Heart in the City, and the Carers Network.

### Past guest lecturers have included:

**Bayo Adelaja:** Chief Executive, Do it Now Now

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

**Caron Bradshaw OBE:** Chief Executive, Charity Finance Group

**Paul Farmer CBE:** Chief Executive, Mind

**Beth Gardiner-Smith:** Chief Executive, Safe Passage

**Catherine Johnstone CBE:** Chief Executive, Royal Voluntary Service

**Javed Khan OBE:** Chief Executive, Barnado's

**Rachel Kirby-Rider:** Chief Executive, Young Lives vs Cancer

**Ivo Gormley:** Chief Executive, Good Gym

**Ndidi Okezie:** Chief Executive, UK Youth

**James Watson-O'Neill OBE:** Chief Executive, SignHealth



## Core Faculty

The faculty represents a combination of leading academics and practitioners.

**Dr Peter Grant** is Senior Teaching Fellow in the Faculty of Management and the Academic Leader on the MSc Philanthropy, Grantmaking 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.

**Andrew Hind** is a Visiting Lecturer in Charity Governance and Finance. He is the joint Module Leader for Charity Accounting and Finance 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.

**Dr Rick James** is a Senior Teaching Fellow at the Bayes Business School and Academic Leader for the NGO Management programme. He has worked as a Principal Consultant for INTRAC and as an organisational change consultant in Africa, Asia and Europe for 25 years.

**Beverly Jones** is a Senior Lecturer at the Bayes Business School co-facilitating the NGO Management specialist modules. She has over 30 years' experience in international development and politics, working with and within the civil society sector, with a strong focus on citizen-state engagement in its different forms, and more recently with governments and multi-lateral organisations.

**Professor Stephen Lee** is the Academic Leader for the Marketing and Fundraising core module. 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 Academic Leader for the Charity Accounting and Financial Management programmes. He is a Founder Trustee of the Honorary Treasurers Forum and has just completed a review for the Charity Commission on CC14 and Social Investment. Previously he worked in senior positions in the nonprofit sector.

**Dr Haseeb Shabbir** is the Academic Leader for the Charity Marketing and Fundraising programme. He joined the school in 2023, having held various managerial and leadership roles in Higher Education. As a senior member of the Academy Team at the Chartered Institute of Fundraising, he has served as course leader for the CIOF's Certificate and Diploma programs in fundraising.



# Course fees

The programme fees for 2024/25 are:

**Year 1 (Postgraduate Diploma): £7,250**

**Year 2 (MSc Conversion): £4,200**

Fees in each subsequent year of study (where applicable) will be subject to an annual increase of 2%. We will confirm any change to the annual tuition fee to you in writing prior to you commencing each subsequent year of study (where applicable).

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. On receipt of the invoice sponsoring charities can by request pay the second instalment in the first week in April 2025. Any deposit paid to secure your place will be deducted from the first instalment.

Students applying for a PGLoan, should apply for this ensuring that the different fees in year 1 and 2 (due to the different number of credits complete) are noted.

Please send your confirmation of your payment schedule at the first possible opportunity as this will need to be noted in order to adjust the due dates.

For those converting the diploma to MSc the fee of £4,200 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.bayes.city.ac.uk/study/masters/courses/voluntary-sector-management](http://www.bayes.city.ac.uk/study/masters/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.

# 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.bayes.city.ac.uk/cce](http://www.bayes.city.ac.uk/cce)


Celebrating over 10 years  
inspiring transformation  
within the nonprofit sector


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All the information contained within this brochure was correct at the time of going to print.

