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BUSINESS SCHOOL  
CITY, UNIVERSITY OF LONDON

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## Centre for Charity Effectiveness

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MSc/Postgraduate Diploma:  
NGO Management

Course Overview October 2024

[ Always learning ]

Centre for Charity Effectiveness

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# 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 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**

**Director, Sense International**

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**

**Director of Strategic Partnerships, mothers2mothers**

I cannot recommend more nor speak more highly of the Masters in NGO Management at the Bayes Business School. 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 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 Thursday prior to the October weekend of the course)
- For Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend).



# NGO Management modules

## 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

#### Global Trends facing NGOs

- Global trends affecting NGOs
- Decolonising aid and shifting the power
- Changing aid architecture
- NGOs in a digital world

#### Strategic Implications

- Understanding and managing NGOs
- Focusing on what brings change
- Working collaboratively
- Ending well – Exit as a strategic option
- (Re)connecting with identity and values

## 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

#### Adapting NGO Practices

- Agile, politically-smart programming
- Partnership and grant-making
- Cultivating capacity
- Advocacy
- Monitoring, Evaluation and Learning

#### Adaptive leadership

- You as a leader
- Leading change
- Leading people
- Leading through uncertainty
- Leading yourself

## Shadowing

This module aims to enable you to:

- Shadow a senior NGO manager for 4/5 days, or to undertake a relevant fieldwork consultancy exercise with members of an NGO's senior management team. (This may include the opportunity to gain international experience by shadowing a senior staff member on an international assignment or working with the leadership team of an overseas partner.)
- Gain international exposure and cross-cultural perspectives on the way senior managers work and how decisions are made.

### SYLLABUS

- Develop perspective on the role and practice of senior NGO managers
- Consider the ethical and environmental issues faced by a senior manager
- Study up close the way change is managed at a senior level
- Analyse alternative approaches to improving one's own and organisational effectiveness

These two pages provide a summary of the NGO 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 & 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
NGO Management: The Strategic Issues	09 – 10 May 2025 13 June 2025
Managing NGOs: People & Practices	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>Voluntary Sector Management option</b>	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
Organisations, Leadership and Change	08 – 09 May 2026 05 June 2026
Managing People and Quality	06 June 2026 24 – 25 July 2026

# The Faculty

## NGO Faculty



### 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 Senior Teaching Fellow in the Faculty of Management at Bayes Business School.



### Beverley Jones

Bev 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.

While her country experience extends from Nepal and Myanmar to Central Asia and North Africa, she has worked for the longest time on the Horn of Africa, especially Sudan, South Sudan and Ethiopia. She has developed, over the years, significant expertise in designing and delivering responses to politically complex environments.

She has been teaching on the specialist NGO modules since 2013, first providing Master Classes on Adaptive Management, and now as Visiting Lecturer.

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## Core Faculty

The faculty represents a combination of leading academics and practitioners.

**Dr Justin Davis Smith** is a Senior Research Fellow at the Centre for Charity Effectiveness, Bayes Business School, as well as the Academic Leader on the Voluntary Sector Management programme. He is also the Course Director for the Charities Master's programme. 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 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.

**Professor Stephen Lee** is 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 course. 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 on 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/ngo-management](http://www.bayes.city.ac.uk/study/masters/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.



# 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.