



BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Centre for Charity Effectiveness

MSc/Postgraduate Diploma:
Grantmaking, Philanthropy
and Social Investment
Course Overview October 2024

[Always learning]

Centre for Charity Effectiveness

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MSc in Philanthropy, Grantmaking and Social Investment

This unique course reflects the increasing interest in effective and transparent social funding in both the charitable trust and public sectors. The first course of its kind in the UK and Europe, it was developed in response to the demands of leading funding agencies.

The scope of the course is all types of social investment where the emphasis is on social benefit rather than financial return. The course examines the giving of grants and other forms of investment such as loans, endowments, contracts, social bonds and impact investing.

The course is aimed not only at those already working in some aspect of social funding but also those who want to find out more about the world of philanthropy and social investment, including those making a career shift. Though the course inevitably takes the majority of its examples from the UK it is designed to be international in scope and what you learn is transferable to any culture or jurisdiction.

As a student you will gain an understanding of:

A broad knowledge and understanding of nonprofit organisations, the external

- The background (history and facts) of the philanthropy and grantmaking sector
- The different models and practices of the sector
- The strategic and tactical decisions that need to be made in philanthropic activity
- The theoretical tools that are critical for social investment including evaluation, impact measurement, risk and operations management
- A range of approaches to key issues presented by major practitioners
- How to design and operate a programme for social investment that will maximise social impact.

WHAT SETS THE PHILANTHROPY, GRANTMAKING AND SOCIAL INVESTMENT COURSE APART

Practicality: The programme in Philanthropy, Grantmaking and Social Investment is the only course in the world that give you a complete 'toolkit' for the construction of social investment programmes.

Future-facing: The course stays up-to-date with the rapidly changing world of philanthropy and social investment ensuring immediate applicability. It is revised annually and both the external and internal experts change to ensure we address both current and anticipated changes in the sector.

Both academic and applied: The course is a high-level academic qualification from one of the world's leading business schools and as such treats the subject as being embedded in wider finance and management studies.

A rich learning environment: Course lecturers are among the leading experts in their fields both nationally and internationally and the course has been awarded a teaching prize for excellence. The diversity of our student cohort ensures a rich and 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

Caroline Taylor

CEO, Essex Community Foundation

Completing the MSc in Philanthropy, Grantmaking and Social Investment enabled me to make a step change in my career. I had been a Director at my charity for a number of years and so had a solid foundation from which to develop but the course gave me the extra edge and helped me to secure my first CEO position in 2015. The course content is really engaging and the range of speakers is excellent, I would not hesitate to recommend the programme to others.

Ciorsdan Brown

Head of Charitable Partnerships & Strategy, The Goldsmiths' Company

The course was invaluable to me in terms of: practical assignments applicable to my own working environment; access to a wide range of knowledge and teaching and; most importantly, a fantastic and diverse network of colleagues with whom I am still in touch today. I believe I would not have had the confidence to advise my Company on our Strategic Review, had it not been for the course.

Bruno Spriet

Global Programme Manager Church and Faith, Porticus

It was a fascinating experience to have core modules shared across the different disciplines highlighting all aspects of civil society, non-profit organisation management and the role of funding within the sector.

The in-depth philanthropy, grantmaking and social investment modules provided theory and range of practices in my own field of expertise and helped me to reflect on the way we work in our own organisation and how to become more strategic and impactful in what we do.

Curriculum overview

Though the course provides a solid background in the history and theory of philanthropy and grantmaking (with examples both from the UK and abroad), a major component is the application of social investment practice as a business process. Students will develop a clear understanding of the principles and practice of philanthropy and grantmaking and the importance of all aspects of risk assessment, probity of applications, ethical frameworks and relationships with external communities and agencies.

It is intended that the award, given its uniqueness, will develop into the professional qualification for grant makers.

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 modules.

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 the 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)

Philanthropy, Grantmaking and Social Investment modules

Principles and Practices of Philanthropy, Grantmaking and Social Investment

The aims of the module are to develop a clear understanding of principles of grantmaking and other types of social funding and how these are applied in different institutions in a UK context: public and quasi-public authorities, independent charitable trusts and foundations.

SYLLABUS

- The settings and context of grantmaking and other types of social funding
- The development of different types of funding institutions, with their income sources, legal structures and governance
- The different styles and purposes of funding and alternatives to it
- Key elements and dilemmas of funding: innovation/replication, outputs/outcomes, the funding cycle, evaluation, risk-taking, public/donor expectations.

Management of Philanthropy, Grantmaking and Social Investment

The aims of this module are to facilitate and enhance understanding of the importance of the management of grantmaking and other social funding, in all its aspects, in a variety of funding organisations. Also to explore and critique alternative models and methods of funding management.

SYLLABUS

- Strategic and policy choices for funders
- Planning funding administration
- Promotion and publicity
- Processes
- Assessment and decision-making
- Grant management and monitoring
- Evaluation and strategic planning.

Shadowing/fieldwork exercise

This module provides a tailored learning experience centred on 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 or take a management consultancy type fieldwork exercise.

SYLLABUS

- Develop a wider perspective on their role by gaining a deeper understanding of the environment of philanthropy and grantmaking
- Consider the different ethical and environmental issues faced by Funders
- Gain an insight into the funder's role and working practices through observing or in other ways.
- Have the opportunity to extend the learning experience gained through the learning sets and the specialist modules.

These two pages provide a summary of the Philanthropy, Grantmaking and Social Investment 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
Principles and Practices of Philanthropy, Grantmaking and Social Investment	16 – 17 May 2025 06 June 2025
Management of Philanthropy, Grantmaking and Social Investment	07 June 2025 18 – 19 July 2025
Fieldwork exercise	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
Masters by Dissertation	
Research Proposal Review Day	20 February 2026
Dissertation submission	17 September 2026
Taught Masters	
Charity Accounting and Financial Management option	
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 Management	13 June 2026 24 – 25 July 2026
Charity Marketing and Fundraising option	
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
NGO Management option	
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
Voluntary Sector Management option	
Social Enterprise	20 – 21 February 2026 20 – 21 March 2026
Organisation, Leadership and Change	08 – 09 May 2026 05 June 2026
Managing People and Quality	06 June 2026 24 – 25 July 2026

The Faculty

Philanthropy, Grantmaking and Social Investment faculty

Peter Grant

Dr Peter Grant is one of the UK's leading practitioners in public and charitable funding. After working in the arts, he was Director of an inner-city youth charity for eight years. On the commencement of the National Lottery he moved to Sport England where he devised the first Lottery programme to favour areas of deprivation and was one of the architects of Awards for All. As Director of Operations at the New Opportunities Fund between 1999 and 2005, he developed and delivered over £4.5 billion of funding programmes.

Peter then devised the world's first full masters-level programme in philanthropy and grantmaking at the Bayes Business School. He has published widely on philanthropy, CSR and history (notably the period of the First World War). His definitive book 'The Business of Giving: The theory and practice of philanthropy, grantmaking and social investment' was published in 2011. Peter has also written the definitive study of charity during the Great War, 'Philanthropy and Voluntary Action in the First World War' which was published in 2014. His latest book is 'National Myth and the First World War in Popular Music' came out in 2016.

Guest Lecturers include:

Jim Clifford: CEO and founder, Sonnet Advisory and Impact CIC

Mubin Haq: Chief Executive, abrdn Financial Fairness Trust

Fozia Irfan: Director of Children and Young People, BBC Children in Need

Carol Mack: Chief Executive, Association of Charitable Foundations

Gerald Oppenheim: Chief Executive, the Fundraising Regulator

Kris Putnam-Walkerley: US author and global philanthropy expert

Moira Sinclair: Chief Executive, Paul Hamlyn Foundation

Paul Streets: Chief Executive, Lloyds Bank Foundation and Visiting Professor



Core Faculty

The faculty represents a combination of leading academics and practitioners.

Dr Justin Davis Smith is a Senior Lecturer and Academic Leader for the Voluntary Sector Management course. 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.

Professor 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 formerly Editor of the Charity Finance Magazine.

Dr Rick James is a Senior Teaching Fellow at 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 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 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 programme. 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 CloF'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 instalment 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

Application

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

<https://www.bayes.city.ac.uk/study/masters/apply/philanthropy-grantmaking-social-investment>

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

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.

