

PROGRAMME SPECIFICATION

KEY FACTS

Programme name	Philanthropy, Grantmaking & Social Investment (Conversion)
Award	MSc
School	Cass Business School
Department or equivalent	MSc Programme (Cass Business School)
Programme code	PSGPSM
Type of study	Part Time
Total UK credits	180
Total ECTS	90

PROGRAMME SUMMARY

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.

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. You 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.

Students on all MSc Charities Programme courses follow a common core for the Post-graduate Diploma including: Learning and Understanding the Voluntary Sector, Charity Accounting and Finance, People Management in the Voluntary Sector, Marketing and Fundraising and Strategy, Diversity and Governance as well as the Shadowing/Fieldwork appropriate to this course.

These core modules provide you with the essential underpinning of management skills and understanding of the voluntary sector for all managers. Through Management exercises and role-plays, the importance of interdisciplinary work and team building is developed.

On this course you also need to complete the following specialist modules: Principles and Practices of Philanthropy, Grantmaking and Social Investment and Management of Philanthropy, Grantmaking and Social Investment.

Students undertaking the Postgraduate Certificate need to complete the following core as well as the two specialist modules: Learning and Understanding the Voluntary Sector, and the relevant version of Shadowing/Fieldwork Exercise.

Aims

The Programme aims to provide:

- A broad knowledge and understanding of not-for-profit organisations, the external context within which they operate, and how they should be led and managed (integrating the different disciplines in an holistic way)
- Deep knowledge and understanding of the specialist subject areas chosen for further investigation in the specialist pathway element of the Programme
- Develop and challenge your 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 your organisation in the form of recommendations for improved effectiveness across all the subject areas covered

The values that underpin the Programme are reflected throughout the Programme and Module specifications, in both the Learning Outcomes and the Learning and Teaching Strategies.

Whilst these Values are intrinsic and thus do not get special mention in the Value section of the specifications, it is important to note their impact; we expect students to:

- Be reflective and critically self-aware in their learning
- Be an independent and self-evaluating learner
- Facilitate the learning of others
- Consider the practical implications of all you learn, to enable improved individual and organisational effectiveness
- Contribute to learning within the Voluntary and Community Sector as a whole
- Identify and exemplify the Values of your own organisation (employer), developing a clear and congruent stance on ethical issues facing the organisation and the sector

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge and understanding:

- Acquire a rigorous understanding of the theories underlying current thinking in this specialist charity area.

- Develop a sound understanding of the impact of government policies on the activities of the voluntary sector.
- Understand the key components of the system of social investment and how to apply these in effective philanthropic investment models.

Skills:

- Select and apply relevant analytical frameworks and models, appropriate to your organisation and situation.
- Acquire the designated quantitative and qualitative analytical skills to deepen your understanding of how resource and strategic decision-making takes place.
- Enhance interpersonal, group working and leadership skills.
- Recommend alternative approaches to improve organisational effectiveness, considering practical implications.
- Communicate effectively when working in a group (clarify task, make appropriate use of the capacities of different members, negotiate, handle conflict).
- Demonstrate self-direction and originality in problem solving and decision making, and in the predictive application of theory, putting together a convincing argument with effective use of evidence.
- Work independently to produce assignments within agreed guidelines.
- Be an independent and self-evaluating learner plus the ability to facilitate the learning of others (listening, contributing, supporting and enabling, challenging).
- If applicable to chosen Masters option: work independently to produce a lucid and well argued academic research dissertation within agreed guidelines, taking responsibility for professional practice and exercising initiative, ensuring practical application

Values and attitudes:

- Reflect on the ways in which voluntary organisations' own policy agendas do or do not coincide with governmental policy and direction.
- Develop confidence in variously challenging, contributing to or implementing policy within a variety of roles within the voluntary sector.
- Develop a perspective on the 'push-pull' demands within the voluntary sector and its constituent parts.
- Embrace ethical issues facing the organisation and the sector.

This programme has been developed in accordance with the QAA Subject Benchmark for Business and Management.

HOW WILL I LEARN?

In line with the School's learning and teaching strategy, the programme team promotes learning and teaching characterised by a diversity of resources, and teaching styles and techniques which recognises that the School operates in an ever-changing environment.

The following teaching and learning strategies will be employed to ensure achievement of the course objectives:

- Interactive lectures to provide an understanding of key principles and of relevant theory and research
- Use of expert practitioners and policy makers to provide input on specialised topics and current debates which will strengthen the links of the courses to practice issues and challenges.
- Use of 'real life' case studies to enhance the application of theory to practice and to complex situations
- Use of small groups for problem based debate, presentations and problem solving exercises
- Role plays to facilitate communication, negotiation and decision-making skills
- Development of research skills at an individual level, for example through work-based assignments
- The Fieldwork Exercise enables the application of theory and class work exercises into a practical/real-work exercise.
- Explore ethical dilemmas facing the organisation and the sector

Overall teaching and learning hours: approx 600 hours for the PgCert, 1200 hours for the PgDip or overall 1800 hours for the Masters

Contact hours: approx 120 hours for the PgCert, 240 hours for the PgDip and 280 - 340 hours (depending on the Masters option chosen)

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

Learning in the core modules is assessed at regular intervals in the form of coursework assignments, and a reflective report following the Fieldwork exercise. In the specialist pathway modules, learning is assessed by coursework.

On the MSc conversion, the Research Methods for Managers module is assessed by coursework, and either a 15,000 dissertation or by the assessments relevant to the Taught Masters option. For this another specialist pathway from within the Charities Programme is taken which either consists of only coursework or two coursework and an exam depending on the particular one chosen.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade- Related Criteria are descriptions of the level of skills,

knowledge or attributes that you need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Feedback on assessment

You will be provided with individual feedback for coursework assessments, and cohort-relevant feedback for exams. The coursework feedback will consider the different elements of the marking scheme which you are given as part of the assignment outline.

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer. The full policy can be found at:

https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. You also need to pass each Part of your Programme in order to progress to the following Part.

To complete the PgCert students need to complete assessments worth 60 credits. These count towards the 120 credits to be completed for the PgDip. Students starting with the PgDip also need to complete the 120 credits for this part of the course, and can then convert to the Masters to gain the additional 60 credits to complete a total of 180 credits.

The rules governing calculation of module and overall degree marks are as follows;

- All modules must be passed individually with at least the minimum pass mark of 50%.
- There is a minimum mark requirement of 40% for separate assessment components.
- A module mark is calculated by aggregating marks for all assessment components.
- Where modules are assessed by both exam and coursework, these are weighted 50:50 to calculate the module mark.

To calculate the overall degree mark, module marks are combined using weightings in line with the relative credit values of modules.

Programme level grade related / assessment criteria

- For a pass-level grade (50-64%), you are expected to demonstrate adequate knowledge of important elements, but your work may not include all important elements or may not be fully accurate. Your development of ideas may be limited, but you will have made an attempt to analyse materials critically.
- For a merit-level grade (65-69%), you will need to demonstrate sound knowledge of a broad range of issues or detailed knowledge of a smaller number of issues, and make a good attempt to address the learning outcomes/assessment criteria. Where relevant, you are also expected to show evidence of wide and comprehensive reading and critical ability.
- For a distinction-level grade (70% and above), your work is expected to be sophisticated or strong, showing knowledge of complex issues, or a broad range of issues, and addressing the learning outcomes/assessment criteria well. Where relevant, you should also show evidence of wide and comprehensive reading and critical ability.

If you fail an assessment component or a module, the following will apply:

Resit: you will normally be offered one resit attempt. However, if you did not participate in the first assessment and have no extenuating circumstances, you may not be offered a resit.

If you are successful in the resit, you shall be awarded the credit for that module. The mark used for the purpose of calculation towards your Award shall be calculated from the original marks for the component(s) that you passed at first attempt and the minimum pass mark for the component(s) for which you took a resit.

If you do not satisfy your resit by the date specified you will not progress and the Assessment Board shall require that you withdraw from the Programme.

If you fail to meet the requirements for the Programme, but satisfy the requirements for an Exit Award, then a lower qualification may be awarded as per the table below. If you fail to meet the requirements for the Programme and are not eligible for the award of an Exit Award, the Assessment Board shall require that you withdraw from the Programme.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

http://www.city.ac.uk/data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

Postgraduate Certificate:

	HE Level	Credits	Weighting (%)	Class	% required
Degree	7	60	100	With Distinction	70
				With Merit	65
				Without Classification	50

Postgraduate Diploma:

	HE Level	Credits	Weighting (%)	Class	% required
Degree	7	120	100	With Distinction	70
				With Merit	65
				Without Classification	50

Master's Degree:

	HE Level	Credits	Weighting (%)	Class	% required
Degree	7	180	100	With Distinction	70
				With Merit	65
				With	50

WHAT WILL I STUDY?

Structure

The programme is taught over a period of twelve month for the Postgraduate Diploma (six months for the Postgraduate Certificate). Please see the list of required modules below.

You can elect to complete the next higher academic qualification in the second year:

- Students on the PgCert can complete the outstanding core modules for the Postgraduate Diploma.
- Students on the PgDip are required to complete one core module and either the dissertation, or the two specialist pathway modules and the Shadowing/Fieldwork Exercise relevant to the specialist option chosen (taught masters) to complete the Masters conversion.

Part 1

PgCert Core Modules

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Learning and Understanding the Voluntary Sector	SMM757	10	C	N	7
Shadowing/Fieldwork exercise	SMM760	20	C	N	7

PgDip Core Modules

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Learning and Understanding the Voluntary Sector	SMM757	10	C	N	7
Shadowing /Fieldwork	SMM760	20	C	N	7

exercise					
Strategy, Diversity and Governance	SMM761	20	C	N	7
Marketing and Fundraising	SMM801	10	C	N	7
Charity Accounting and Finance	SMM836	20	C	N	7
People Management in the Voluntary Sector	SMM837	10	C	N	7

PgCert/PgDip Specialist Pathway Modules

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Principles and Practices of Philanthropy, Grantmaking and Social Investment	SMM814	15	C	N	7
Management of Philanthropy, Grantmaking and Social Investment	SMM815	15	C	N	7

Part 2

MSc conversion Core Module

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Research Methods for Managers	SMM819	10	C	N	7

MSc conversion elective Modules

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Dissertation	SMM811	50	E	N	7
or Taught Masters Option 1					
Voluntary Sector Financial Management	SMM812	15	E	N	7
Advanced Charity Accounting, Audit and Taxation	SMM813	15	E	N	7
Shadowing/Fieldwork Exercise for taught masters	SMM818	20	E	N	7
or					
Social Enterprise	SMM821	20	E	N	7

or Taught Masters Option 2

Fundraising	SMM816	15	E	N	7
Strategic Charity Marketing	SMM817	15	E	N	7

Shadowing/Fieldwork Exercise for taught masters or	SMM818	20	E	N	7
Social Enterprise	SMM821	20	E	N	7
or Taught Masters Option 3					
NGO Management: The Strategic Issues	SMM840	15	E	N	7
Managing NGOs: People and Practices	SMM850	15	E	N	7
Shadowing/Fieldwork Exercise for taught masters or	SMM818	20	E	N	7
Social Enterprise	SMM821	20	E	N	7
or Taught Masters Option 4					
Managing People and Quality	SMM752	15	E	N	7
Organisations, Leadership and Change	SMM753	15	E	N	7
Shadowing/Fieldwork Exercise for taught masters or	SMM818	20	E	N	7
Social Enterprise	SMM821	20	E	N	7

On successful completion of the PG Cert, you will have developed a clear understanding of the required principles and practice of philanthropy and grantmaking. You may then progress and complete remaining core modules for the award of the PG Diploma.

All Postgraduate Diploma courses in the Charities Programme follow a common core. You also take a number of specialist modules depending on their chosen course. On successful completion of the Post-graduate Diploma, you will have acquired knowledge, skills and an understanding of their particular subject area within the voluntary sector and will be eligible to convert to the MSc.

On successful completion of the MSc, you will have built on the knowledge and understanding acquired in the Postgraduate Diploma course and will have specialised in your field of study through the completion of a dissertation and/or a second set of specialist elective modules.

Elective Modules for the MSc conversion (year 2) will be offered and will run, as they are core specialist modules for year 1 students on the PgDip courses in the programme.

TO WHAT KIND OF CAREER MIGHT I GO ON?

For information on the Careers support available at Cass, please go to: Cass Careers Online www.cass.city.ac.uk/careersonline

HOW DO I ENTER THE PROGRAMME?

Students for all five courses in the Charities Programme will be highly motivated

individuals who bring with them a wide range of professional competence, skills and experience from a wide range of charitable and not-for-profit organisations. Students will normally have a good first degree, a related professional qualification or at least three years, wholly relevant experience. If you have more than three years relevant experience, two professional references are acceptable.

The Programme is designed for staff within voluntary organisations. Applications will be considered from candidates with:

1. A good first or upper second degree or equivalent (e.g. ACCA)
2. A minimum of 3 years' experience in a management role and should be supported in their application by their organisation in the provision of a Coach
3. Ability to cope with the academic rigour of a postgraduate level programme and the demands of written assignments and the research project, and must be computer literate (word and data)
4. A current position (paid or as a volunteer) in a charity or other non-profit organisation, and able to use this organisation as the basis of analysis and application of learning for the coursework and project

In the case of a candidate who has significant management experience in a charity (at least 5 years) but who does not meet all the admission requirements outlined above, the Programme Director may, at their discretion, admit the applicant to the Programme if they feel the candidate has demonstrated ability to study at postgraduate level through other qualifications and/or professional achievement.

Students are initially registered on the PGCert or PGDip and move to the PgDip conversion or MSc once the lower level qualification has been successfully completed.

Version: 8.0

Version date: February 2021

For use from: 2021-22