



Cass Business School
CITY UNIVERSITY LONDON



PgDip/MSc in Charity Marketing and Fundraising

Course overview October 2015

Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

www.cass.city.ac.uk/charitiesmasters



The Centre for Charity Effectiveness

Excellent leadership and management are the lifeblood of any successful organisation. The huge sums invested every year by both private and public organisations in improving the leadership and management skills of senior staff are universally recognised as vital to this success.

The Centre for Charity Effectiveness believes it is equally essential to invest in the leaders, managers and other professionals working in the voluntary and community sector (VCS) to create a sustainable future.

To meet this need the Centre for Charity Effectiveness was established and is part of City University's Cass Business School, one of the top rated business schools in Europe. It is the only centre of excellence which offers the full range of latest research, education, training, mentoring and consultancy for voluntary and community sector employees and volunteer leaders.

Course Objective

The course aims to develop a broad, informed and critical understanding of the complex issues surrounding fundraising, the use of marketing as a strategic tool, and highlights the importance of marketing and fundraising to the long-term planning for a sustainable future.

Our Students

All students will be highly motivated graduate-level people who bring a wide range of professional competence, skills and experience from a wide range of charitable and beyond profit organisations.

In general 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 plus years relevant experience at a senior level in a charity or beyond profit organisation.

Course Structure

The Postgraduate Diploma is offered on a part time basis and is taught over a period of 12 months.

The Diploma consists of four core modules, common to all Centre for Charity Effectiveness postgraduate courses which provide the essential underpinning of management skills, plus three specialist pathway modules.

All courses are taught at Cass Business School and will require attendance one weekend a month commencing on the Friday afternoon at 13.00 to 21.00 and finishing on Saturday at 17.30.

Additional times of attendance will be required:

- On the Induction Day (the Friday of the October weekend of the course)
- For Action Learning Set meeting (usually alternate months, on Friday morning of the teaching weekend)
- The Resource Management and the Fundraising module exams.

Upon successful completion of the diploma students will be given the option to continue to the MSc.

This requires students to take the module in Research Methods for Managers. 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 three Specialist Pathway modules of one of the other courses as a Taught Masters.

Students opting to complete the Taught Masters now have the choice to complete the recently introduced Social Enterprise module rather than a second Shadowing/Fieldwork Exercise module as part of their specialist module selection.

Course Content

Core Modules

Learning and Understanding the Voluntary Sector

This module aims to enable the student 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)

Syllabus

- The Theory of Learning
- Assessing your learning style
- Learning and polishing study skills
- Making use of all the available tools
- Drawing up a Learning Contract
- Writing a masters level assignment utilising relevant research techniques

Marketing and Fundraising

The aims of the module are:

- To provide students with the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems.
- To enable students to analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to their own organisation.

Syllabus

- Effective Marketing Information Systems
- Development of a marketing strategy
- Product/Service policy and new product development
- Role of Communications
- Branding
- Pricing as a value-added marketing tool
- Capacity planning – resources planning and allocation
- Total Quality Management
- Stakeholder/Customer care.

Resource Management

This module aims to:

- Provide students with an understanding of the principles of resource management within the specialist context of charities.

Syllabus

- Definitions and the legal framework of charities and voluntary organisations
- The role of the Charity Commission
- Sources of finance for the charity sector
- Introduction to general accounting principles
- Charity accounts and regulatory framework
- Understanding, interpreting and analysing charity accounting statements

- Costing and budgeting in voluntary organisations
- Risk assessment
- Outsourcing
- Appraising, appointing and dismissing auditors and other resource consultants and experts
- IT Strategic appraisal and implementation
- The nature of Human Resource Management
- Human resource and personnel issues including training and development, reward and retention and effective selection and recruitment.

Strategy, Diversity and Governance

The aims of the module are:

- To develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- Introduce practical tools to help improve the quality of an organisation's strategic response to the changing environment
- Introduce practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- Provide an enhanced appreciation of the constraints and opportunities offered by the changing governance and service-delivery frameworks which affect voluntary organisations.

Syllabus

Improving an organisation's strategic response by use of strategy and diversity management and theory:

- Approaches to developing strategy
- Approaches to managing diversity
- The changing environment of the voluntary sector
- Case studies on the application of strategic planning and diversity
- Governance issues in voluntary organisations
- Regulation of the charitable sector.

Specialist Subject Modules

Fundraising

This module aims to:

- Develop a broad, informed and critical understanding of the complex issues surrounding fundraising.

Syllabus

- Fundraising Techniques
- Fundraising Charity Law and Regulation, and Charity Commission Regulations
- Tax effectiveness
- Codes of Practice
- Fundraising strategic development, monitoring and evaluation
- Development and creation of partnerships and joint working
- Public and Media Relations
- Information Technology and New Media
- Employment, outsourcing and leadership
- Current fundraising research and trends.

Strategic Charity Marketing

The aim of this module is to:

- Provide an enhanced consideration of marketing as a strategic tool and to introduce the strategic management aspects of charity marketing.

Syllabus

- The integral nature of marketing concept within a charity organisation
- The influences of marketing in a rapidly changing environment
- The differences and/or similarities of applying marketing concepts to charities compared with commercial organisations
- The role of the Marketing Director
- Risk evaluation
- Communications within the marketing role
- Current legal and regulations affecting marketing.

Fieldwork Exercise

This module aims to enable the student to:

- Undertake a 'tailored' learning experience associated with and/or within a charity or relevant organisation in order to expand your professional (fundraising or marketing) competences and management capacity
- Negotiate a series of learning experiences including studying in an organisation different from their own
- Analyse alternative approaches to improving their own and their organisation's effectiveness
- Consider any ethical issues that have arisen from your engagement with the module and how you dealt with them.

Syllabus

- Negotiate the approach to the fieldwork exercise with appropriate colleagues (approval to be sought from the module leader)
- 4-5 days gaining an insight into the organisation's role and working practices
- Use all the theories and models learnt on the programme in preparation of a report containing analysis and reflection.

Term Dates

Diploma

Modules

Induction	09 October 2015
Learning and Understanding the Voluntary Sector	09 – 10 October 2015
Strategy, Diversity and Governance	06 – 07 November 2015 11 – 12 December 2015
Marketing & Fundraising	15 – 16 January 2016
Resource Management	12 – 13 February 2016 11 – 12 March 2016 08 – 09 April 2016 Exam* 06 May 2016
Fundraising	13 – 14 May 2016 17 June 2016
Exam* 08 July 2016	
Strategic Charity Marketing	18 June 2016 15 - 16 July 2016
Fieldwork exercise	process to be completed by early August 2016
Course Review Day	16 September 2015

*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.

MSc Conversion Options from January 2017

(dates to be confirmed by April 2016)

Masters by Dissertation

Research Methods for Managers	20 – 21 January 2017
Research Proposal Review Day	17 February 2017
Dissertation submission	14 September 2017

Taught Masters

Charity Accounting and Financial Management

Social Enterprise	17 – 18 February 2017 17 – 18 March 2017
Advanced Charity Accounting, Audit and Taxation	19 – 20 May 2017 09 June 2017 Exam 07 July 2017
Voluntary Sector Financial Management	10 June 2017 14 – 15 July 2017

Grantmaking, Philanthropy and Social Investment

Social Enterprise (taught alternative)	17 – 18 February 2017 17 – 18 March 2017
or (relevant) Shadowing/Fieldwork exercise	Report due 19 September 2017
Principles and Practices of Grantmaking	19 – 20 May 2017 09 June 2017 Exam 07 July 2017
Management of Grantmaking	10 June 2017 14 – 15 July 2017

NGO Management

Social Enterprise (taught alternative)	17 – 18 February 2017 17 – 18 March 2017
or (relevant) Shadowing/Fieldwork exercise	Report due 19 September 2017
NGO Management: The strategic issues	12 – 13 May 2017 16 June 2017
Managing NGOs: People and Practices	17 June 2017 14 – 15 July 2017

Voluntary Sector Management option

Social Enterprise (taught alternative)	17 – 18 February 2017 17 – 18 March 2017
or (relevant) Shadowing/Fieldwork exercise	Report due 19 September 2017
Managing People and Quality	12 – 13 May 2017 16 June 2017
Organisation, Leadership and Change	17 June 2017 14 – 15 July 2017

The faculty

The faculty represents a combination of leading academics and practitioners.

Professor Ian Bruce CBE is a Visiting Professor and his particular interest is strategic planning and marketing for charities. He is Vice President of the Royal National Institute of the Blind and was previously Chief Executive of two national charities, a Chief Officer in local government and manager in the private sector.

Caroline Copeman is a Senior Visiting Fellow. She has 20 years senior experience in the commercial, public and voluntary sectors and has particular knowledge of strategy development and business planning, human resource management, change management, leadership and organisational development.

Professor Stuart Etherington is Chief Executive of NCVO. Throughout his career he has been involved in the leadership of voluntary organisations and policies surrounding them. As such he has become a leading commentator, both through his writing and his media profile.

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 John Hailey is a Senior Teaching Fellow at Cass Business School and the academic leader on the MSc NGO Management. He is also an independent consultant. Formerly, he was Professor of International Management and Deputy Director of Oxford Brookes University Business School, Director of the International Development Centre at Cranfield School of Management, and a Research Fellow at the East West Center in Hawaii. He was also one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC), and was the first Director of INTRAC's Praxis Programme which was established to inform the development of new approaches to capacity building and managing change.

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 currently Editor of the Charity Finance Magazine.

Ray Jones is Head of Accountancy Policy at the Charity Commission and is module leader for one of the specialist pathway modules on the Charity Accounting and Financial Management course.

Professor Stephen Lee is Academic Leader for the PgDip/MSc Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and non-profit governance issues. He entered the voluntary sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the not-for-profit 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 specialist 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 voluntary 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 voluntary and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.

Current and past contributors and guest lecturers include:

PgDip/MSc Charity Accounting and Financial Management

Tony Austin	Tax Partner, Mazars, London Region
Kevin Barnes	Finance Director, Barnados
Don Bawtree	Partner and Head of Charity Unit, BDO Stoy Hayward
Paul Breckell	Finance Director, RNID
James Brook-Turner	Finance Director, Nuffield Foundation
Geoff Burnand	Social Finance
Jim Clifford	Partner, Baker Tilly
Greyham Dawes	Director, Charities Unit, Horwath Clark Whitehill
Kenneth Dibble	Head of the Legal Division, Charity Commission
Graham Elliott	VAT Partner, Withers
Neil Finlayson	Charities Partner, Kingston Smith Chartered Accountants
Stephen Fisher	Partner, Premier-fd.com
Pesh Framjee	Partner, Horwath Clark Whitehill, Charity Unit
Peter Gotham	Chair of Charities Special Interest Group, ICAEW
Bob Humphreys	Oxfam
Robert Meakin	Partner, Stone King Solicitors
Rick Payne	ICAEW Finance Innovation Lab
Andrew Pitt	Head of Charities, Newton Investment Management
Adrian Poffley	World Bank
David Rowe	Head of Charities Unit, UBS
Mark Salway	Finance Director, CARE International
Kate Sayer	Partner, Sayer Vincent
Alan Sharpe	Finance Director, RSPB; Chairman, Charities Consortium
Julian Smith	Partner, Farrer and Co
John Tate	IT Advisor (Charity Finance Group, Charity Technology Trust)
Andrew Wauchope	Head of Charities, UBS
Gavin Williams	Partner, Premier-fd.com

PgDip/MSc Charity Marketing and Fundraising

Mark Astarita	Chair IOF & Director of Fundraising British Red Cross
Ken Burnett	Fundraising Forum
Jane Cunningham	CEO Personal Telephone Fundraising
Fiona Hesselden	Consultant at UNHCR International
Giles Pegram	Consultant
Richard Radcliffe	Chairman, Legacy Campaign Development, Smee & Ford

PgDip/MSc Grantmaking, Philanthropy and Social Investment

Steven Burkeman	Chief Executive, Board Member and Volunteer in not-for-profit sector
David Carpenter	Director Trioplus Consultants and former Director, Lottery Sports Fund
Christine Elliott	Chief Executive, Ramblers Association
Margo Horsley	Consultant and Trainer for trusts, foundations, Lottery distributors and charities
Julia Kaufmann	Freelance evaluator, trainer and capacity builder
Professor Diana Leat	Visiting Professor, Cass Business School
Sarah Mistry	Head of Research, Big Lottery Fund
Gerald Oppenheim	Director of Planning and Performance, Big Lottery Fund
Cathy Pharoah	Former Head of Research, Charities Aid Foundation
Nigel Siederer	Runs Good Foundations Consultancy
Clare Thomas MBE	Chief Grants Officer, Bridge House Trust
Anthony Tomei	Director, Nuffield Foundation
Beth Breeze	Freelance researcher and writer specialising in philanthropy and charitable giving

PgDip/MSc NGO Management

Christine Allen	Director progressio
Neil Casey	Chair, People in Aid
Chris Cattaway	Independent Consultant, pm4ngo & Global Achievements
James Crowley	Accenture Development Partnership
Corinne Davey	Director, CDDC
Ben Emmens	Director of Human Resource Services, People in Aid
Anna Feuchtwang	Director, Every Child
Anne Garbutt	Consultancies Director, INTRAC
Alex Jacobs	Director of Quality, PLAN International
Ben Jackson	Director, BOND
Rick James	Senior Consultant, INTRAC
David Lewis	Professor of Social Policy, LSE
Rachel Manton	Accenture Development Partnership
Peter Moore	Action Aid, International Board
Christie Peacock	CEO, Farm Africa
Nick Roseveare	Former Director, BOND

PgDip/MSc Voluntary Sector Management

Debra Allcock-Tyler	Chief Executive, Directory of Social Change
Andrew Baines	Royal British Legion
Fiona Bartels-Ellis	Head, Equal Opportunity and Diversity, British Council
Kate Bowgett	Volunteer Management Advisor, London Museums Hub
Dorit Braun	Parentline Plus
Simon Davey	Omega Alpha Ltd
Paul Hemming	Southern Region Childline
Veronique Jochum	NCVO
Susan Kay-Williams	Garden Organic
Nigel Lewis	Chief Executive, Ability Net
Bharat Mehta	Chief Executive, City Parochial
Tony Newby	BTCV
Louise Savell	ARK
Valerie Tulloch	NCH
Sally Warren	Generate
Karl Wilding	Director of Public Policy, NCVO

Course Fees

The fees for the programme are:

Postgraduate Diploma	£5,850
MSc Conversion	£3,150

Fees can be paid in two instalments. The first has to be paid to complete registration. If sponsored, the sponsoring charity will be invoiced around the start date of the course. If paying in instalments the second one is due in the first week in April 2016. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting the diploma to MSc the fee of £3,150 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/charity-marketing-and-fundraising

Please attach a current CV and a supporting document 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

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Cass Business School

In 2002, City University's Business School was renamed Sir John Cass Business School following a generous donation towards the development of its new building in Bunhill Row. The School's name is usually abbreviated to Cass Business School.

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.