

Programme title: MSc/Postgraduate Diploma Leadership, Management and Change in Health and Social Care

Academic Year:	2018-19
Degree Awarding Body:	University of Bradford
Partner(s), delivery organisation or support provider (if appropriate):	N/A
Final and interim award(s):	[Framework for Higher Education Qualifications (FHEQ) level 7] MSc/Postgraduate Diploma/PG Certificate
Programme accredited by (if appropriate):	N/A
Programme duration:	Up to 4 years part-time and 2 years full time
QAA Subject benchmark statement(s):	Master's Degrees in Business and Management
Date of Senate Approval:	2009
Date last confirmed and/or minor modification approved by Faculty Board	

Introduction

The rapidly changing context within the national and international Health and Social Care sectors requires individuals who can lead and manage within a turbulent environment and increasingly this means working across different organisational and professional boundaries. The programme is designed to meet the needs of current or potential senior and middle managers working in a wide variety of health and social care organisations (including social enterprises, the voluntary or independent sector and other organisations) who wish to develop strategic leadership and management skills. Participants come from a wide range of organisations and backgrounds and this facilitates learning with and from other managers.

The content allows students to explore a number of leadership and management areas depending on their development needs and role in the organisation. The programme equips students to lead and manage effectively within their organisation and offers students the opportunity to further their career in a leadership field.

The applied nature of the programme provides flexible opportunities to integrate theoretical learning with application to a student's management practice, developing their skills and knowledge in order to add value within their organisation in today's rapidly changing environment.

The programme focuses on a number of areas that are designed to equip students with leadership and management theory and skills required of leaders and managers in health and social care organisations. For the Postgraduate Certificate, students will consider a range of approaches to leadership and have the opportunity to consider their own leadership style. Students will also explore various approaches to managing change within organisations including the use of a number of practical tools to help students manage change effectively. For the Postgraduate Diploma, students will select other areas of study from strategy within organisation, human resource management and quality and service improvement. The topics covered include: leadership theory and practice, strategy and policy, human resource management and managing change. All modules can be selected for study as standalone modules if students do not wish to complete the whole programme. The programme aligns with the principles within the University's curriculum framework, and also with the [Healthcare Leadership Model](#) (for further details on the curriculum framework see [link](#)).

Entry to the programme is in September or January of each academic year. The programme is delivered by blended learning with two two-day workshops for each module where students can learn with and from other managers. This approach aims to fit with increasingly busy working lives of managers in health and social care sectors. The Management Project begins with a 3 day preparation workshop after which students will work closely with their individual allocated supervisor.

The programme team are highly experienced in delivering management development and have a background of publications and research. In addition a number of the team are qualified coaches, are qualified to run development and assessment centres and have experience of using a range of psychometric tools.

Programme Aim for Postgraduate Certificate and Diploma

The programme is intended to:

- A1 Develop the skills, knowledge and critical understanding needed to lead and manage effectively in organisations.
- A2 To provide opportunities for inter-professional and inter-organisational shared learning

Programme Learning Outcomes

To be eligible for the award of Postgraduate Certificate and Diploma at FHEQ level 7, students will be able to:

- LO1 Critically evaluate the evidence base related to leadership and change management
- LO2 Critically analyse the evidence base related to specialist areas of practice as defined in optional modules undertaken.
- LO3 Critically analyse health and social care organisations and their relationship with the wider environment.

- LO4 Critically analyse own skills in specific areas of leadership and management to inform current or future role.
- LO5 Reflect critically on leadership and management and change management practice within their organisation and apply their learning to enhance performance.
- LO6 Reflect critically on practice within their organisation in relation to areas of practice as defined in optional modules undertaken and apply their learning to enhance performance
- LO7 Communicate effectively on complex issues.
- LO8 Demonstrate analytical and problem solving skills.

Programme Aim for Award of Degree of Master

- A3 Develop internal consultancy, project and management research skills by giving students the opportunity to undertake a substantial work based management project.

Additionally to be eligible for the award of Degree of Master at FHEQ level 7, students will be able to:

- LO9 Critically analyse approaches to management research
- LO10 Critically analyse research that is available in their area of study.
- LO11 Demonstrate independent study and the application of management research skills as evidenced by the planning, execution and evaluation of a management project.
- LO12 Reflect on the process of undertaking the project and identify what has been learned

Curriculum

Postgraduate Certificate curriculum map

FHEQ Level	Module Title	Type	Credits	Semester	Module Code
7	Managing Change	core	30	2	LEM7004-C
7	Leadership and Management: Theory and Practice	core	30	1	LEM7024-C
7	*Independent Study	option	10	1 or 2	HES7001-A
7	*Independent Study	option	20	1 or 2	HES7003-B

Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed at least 60 credits including the two core modules and achieved learning outcomes 1, 3-5 7-8.

*The Independent Management Study modules are only used where students are importing relevant credit which is not in multiples of 30 credits.

Postgraduate Diploma curriculum map

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester	Module Code
7	Managing Change	core	30	2	LEM7004-C
7	Leadership and Management Theory and Practice	core	30	1	LEM7024-C
7	Strategy, Policy and Organisations	option	30	1	LEM7005-C
7	Human Resource Management	option	30	2	LEM7023-C
7	Quality and Service Improvement	option	30	2	LEM7017-C
7	*Independent Study	option	10	1 or 2	HES7001-A
7	*Independent Study	option	20	1 or 2	HES7003-B

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed at least 120 credits including the two core modules and achieved learning outcomes 1-8.

*The Independent Management Study modules are only used where they are importing relevant credit which is not in multiples of 30 credits.

Degree of Master curriculum map

FHEQ Level	Module Title	Type (Core/ Option/ Elective)	Credits	Semester	Module Code
7	Management Project	core	60	1 or 2	LEM7006-E

Students will be eligible to exit with the award of Degree of Master if they have successfully completed 180 credits and achieved learning outcomes 1-12.

The curriculum may change, subject to the University's programme approval, monitoring and review procedures.

Learning and Teaching Strategy

The learning and assessment strategies are designed to allow students to achieve the programme learning outcomes (LO1-12). For the Postgraduate Certificate, students will study two core modules: Leadership and Management: Theory and Practice and Managing Change. To achieve the Postgraduate Diploma, students will select a further two modules of their choice to enable them to tailor the programme to their personal and professional development needs. For each of these modules, students will attend four one-day workshops. The teaching in all modules aims to integrate theory and application of knowledge to enable students to develop their effectiveness as a manager.

Learning outcomes LO1-3 and LO9-10 are developed through a series of contextualising lectures that cover key topics. Workshops and group tutorials provide the opportunity to discuss and analyse a range of theories and plan the application of these to develop their knowledge and enhance their skills in practice (LO1-10). Learning outcomes LO1-11 will also be addressed using directed study to enable students to develop and expand their knowledge and analytical skills by undertaking guided reading and by preparing for presentations and discussions in the workshops. Support from the module leaders will be available which students can access face to face, via the telephone, by email, using an instant messenger or Skype.

The virtual learning environment (VLE) is used extensively to complement the other learning and teaching methods used within the programme and to support and direct students in their studies. The VLE will include material developed for the programme, relevant web sites and a range of on-line resources such as audio files (LO1-4, LO9-10). The VLE will also enable students to access other relevant and contemporary materials and participate in interactive on-line discussions and activities (LO1-10). Students will be expected to use the VLE facility and support will be available to help them do this.

The Management Project which students will undertake for the Master's stage of the programme allows students to select a challenging work-based issue or opportunity relevant to their role (LO1-12). Students will attend a three day project preparation workshop which will introduce them to alternative methods which students may want to use when carrying out their project and will prepare students to undertake the project. Students will be able to present a proposal for their study and receive feedback to help students to further develop their study. Following the workshop, students will receive individual support from their personal supervisor for the duration of the project.

Assessment Strategy

All assessments are of an applied nature where students will be able to contextualise their assessments to areas of current relevance to their practice or identified development needs. Learning outcomes (LO1-12) are assessed through written assignments a presentation and the project. The details of assessment tasks are shown in the table below. For the module Strategy, Policy and Organisations *LEM7005-C* students will be able to choose between a written assignment or a presentation.

This table shows the methods of assessments used across different stages and modules:

Module	Assessment Methods				
	Applied Written Assignment	Reflective Essay	Presentation	Storyboard	Project
Strategy, Policy & Organisations	X option		X option		
Leadership & Management: Theory & Practice		X option		X option	
Human Resource Management	X				
Managing Change	X				
Quality & Service Improvement	x				
Independent study (10 and 20 credits)	X				
Management Project					X

Assessment Regulations

This Programme conforms to the standard University Assessment Regulations which are available at the link below

<http://www.bradford.ac.uk/agpo/ordinances-and-regulations/>

However, there is 1 exception to these regulations as listed below:

1. If the overall mark for any module is below 40% students will have an automatic opportunity to undertake a second attempt at any assessments or components of assessment which they have failed. A date will be given to students by when they will need to submit their second attempt. Students

will not need to wait until marks have been presented at a Board of Examiners.

Admission Requirements

The University welcomes applications from all potential students and most important in the decision to offer a place is our assessment of a candidate's potential to benefit from their studies and of their ability to succeed on this particular programme. Consideration of applications will be based on a combination of formal academic qualifications and other relevant experience.

Applications are welcome from students with non-standard qualifications or mature students (those over 21 years of age on entry) with significant relevant experience

Recognition of Prior Learning

If you have prior certificated learning, professional experience, or other learning that may be equivalent to parts of this programme, and can demonstrate that you have already achieved some of the learning outcomes, you may be able to join the programme with advanced standing or qualify for the award of credit in lieu of one or more modules. The University has procedures to evaluate this learning and will provide information and support for making your application for the recognition of your prior learning.

The contents of this programme specification may change, subject to the University's regulations and programme approval, enhancement and review procedures

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Change to core and optional modules	July 2016

