

**Programme title:**

**MSc/Postgraduate Diploma/ Post Graduate Certificate Leadership in Health and Social Care (distance learning)**

**MSc/ Postgraduate Diploma/ Post Graduate Certificate Leadership in Health & Social Care (International – distance learning).**

|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Academic Year:                                                          | 2022-23                                                                                                                                                                                                                                                                                                                                                                        |
| 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]<br>MSc Leadership in Health & Social Care (distance learning)<br>Postgraduate Diploma Leadership in Health & Social Care (distance learning)<br>Postgraduate Certificate Leadership in Health and Social Care (distance learning)<br>MSc Leadership in Health & Social Care (International – distance learning) |
| Programme accredited by (if appropriate):                               | N/A                                                                                                                                                                                                                                                                                                                                                                            |
| Programme duration:                                                     | MSc Leadership in Health & Social Care (distance learning) - 1 year full time, 2 years part-time<br>MSc Leadership in Health & Social Care (International – distance learning) 1 year full time, 2 years part-time                                                                                                                                                             |
| QAA Subject benchmark statement(s):                                     | Master's Degrees in Business and Management                                                                                                                                                                                                                                                                                                                                    |
| Date last confirmed and/or minor modification approved by Faculty Board | New programme                                                                                                                                                                                                                                                                                                                                                                  |

Please note: This programme specification has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them. Upon commencement

of the programme, students will receive further detail about their course and any minor changes will be discussed and/or communicated at this point.

## **Introduction**

The rapidly changing national and international health and social care context requires individuals who can lead and manage within a turbulent environment and increasingly this means working across different health systems world-wide, organisational and professional boundaries. These applied distance delivered programmes are designed to meet the needs of current or aspiring managers working or intending to work in a wide variety of health and social care sectors and who want to develop strategic leadership and management skills. Students on the programmes will have a wide range of experience and different national and international backgrounds, which enhances and facilitates learning.

The content allows students to explore several leadership and management areas. It equips students with the knowledge and skills to lead and manage effectively within health and social care sectors and offers students the opportunity to develop or further enhance their career in a leadership field.

These distance programmes are offered for the domestic and global market, enabling students to study at a time and place that is convenient for their needs and to access quality materials.

The applied nature of the programmes provides flexible opportunities to combine theory with experience and practice, developing students' skills and knowledge in order to succeed in today's rapidly changing local, national and international environments

The programmes will help develop key personal skills including; the ability to communicate solutions to complex scenarios and challenges in a logical and coherent manner and; the development of strategic, ethical leadership skills allowing implementation of solutions and transformational change effectively and efficiently.

The programmes focus on key areas that are designed to equip students with the theory and skills required of leaders and managers in health and social care organisations. Students will consider a range of approaches to leadership and have the opportunity to consider their own leadership style in relation to relevant theory.

Students will explore the theory and practice associated with managing change and quality improvement, providing them with the knowledge and skills to manage the complex behavioural and organisational issues of change and lead individuals and teams to deliver change and improvement across diverse professional, functional and hierarchical boundaries.

Students will also gain an understanding of a range of different theories and approaches used to develop, implement and evaluate strategy and policy. Students will explore the current national and international health and social care environment and consider the implications for managing people, with the opportunity to critically evaluate different theories and approaches that can be used to plan, recruit, manage and develop the workforce.

The final part of the MSc programmes is a Management Project or Extended Literature Review which provides students with the opportunity to consider a specific leadership/management issue related to their practice. The Project/Review enables

students to integrate the new knowledge attained with past experience and apply it to new situations.

If students do not wish to complete a programme to Masters level, nested awards have been included in the programmes (Certificate and Diploma) if students wish to exit with these. In order to enhance student choice any of the 30 credit modules can be selected as a standalone module. The programmes align with the principles within the University's curriculum framework, and also with the United Kingdom NHS Healthcare Leadership Model.

### **Programme Aims**

The programmes are intended to:

- Develop health and social care leaders with a sound understanding of key leadership and management theories and practice, able to operate in a dynamic environment.
- Develop the skills, knowledge and critical understanding needed to lead and manage effectively in Health and Social Care organisations in a national and international context.
- Advance critical abilities enabling students to analyse complex situations and problems, organising, synthesising and analysing the relevant factors leading to the adoption of suitable decisions making techniques and solutions to the problems/situations encountered.
- Develop leaders with a critical awareness and understanding of the issues affecting the UK and international health and social care context.
- Promote lifelong learning, embracing critical reflection and digital scholarship

### **Programme Learning Outcomes**

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

- LO1 Critically reflect on their leadership and management skills and utilise this knowledge in health and social care environments.
- LO2 Critically evaluate different theoretical models and approaches that can be utilised in in health and social care.
- LO3 Critically evaluate appropriate evidence and apply to health and social care.
- LO4 Critically apply knowledge and understanding of fundamental theories and concepts in Health and Social care

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

LO5 Critically analyse the national and international environment and its implications for health and social care

LO6 Demonstrate in depth knowledge and understanding of strategy and policy, quality, service improvement and change, and managing people in health and social care.

### **Programme Aim for Award of Degree of Master**

A4 Develop project and management expertise by undertaking a substantial applied health and social care management project or extended literature review

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

LO7 Critically analyse different approaches to leadership and management research

LO8 Critically analyse the literature and research available in the area of study.

LO9 Demonstrate independent study and the application of research skills in the planning, execution and evaluation of a management project/extended literature review

LO10 Critically reflect on the project outcomes and identify the learning achieved.

### **Curriculum**

#### **Postgraduate Certificate curriculum map**

| <b>FHEQ Level</b> | <b>Module Title</b>             | <b>Type</b> | <b>Credits</b> | <b>Semester</b> | <b>Module Code</b>                     |
|-------------------|---------------------------------|-------------|----------------|-----------------|----------------------------------------|
| 7                 | Health & Social Care Leadership | core        | 30             | 1               | LEM7035-C                              |
| 7                 | Any other Diploma module        |             | 30             | 1 or 2          | LEM 7036-C<br>LEM 7037-C<br>LEM 7038-C |
| 7                 | *Independent Study              | option      | 10             | 1 or 2          | HES7001-A                              |
| 7                 | *Independent Study              | option      | 20             | 1 or 2          | HES7003-B                              |

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

Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed the core module (Health & Social care Leadership) and one other 30 credit module of the student's choice and achieved learning outcomes 1-4.

#### **Postgraduate Diploma curriculum map**

| <b>FHEQ Level</b> | <b>Module Title</b> | <b>Type</b> | <b>Credits</b> | <b>Semester</b> | <b>Module Code</b> |
|-------------------|---------------------|-------------|----------------|-----------------|--------------------|
|-------------------|---------------------|-------------|----------------|-----------------|--------------------|

|   |                                                                | (Core/<br>Option/<br>Elective) |    |        |            |
|---|----------------------------------------------------------------|--------------------------------|----|--------|------------|
| 7 | Health & Social Care Leadership                                | core                           | 30 | 1      | LEM 7035-C |
| 7 | Managing People in Health & Social Care                        | core                           | 30 | 2      | LEM 7036-C |
| 7 | Understanding Health & Social Care Policy & Strategy           | core                           | 30 | 1      | LEM 7037-C |
| 7 | Leading Change and Service Improvement in Health & Social Care | core                           | 30 | 2      | LEM 7038-C |
| 7 | *Independent Study                                             | option                         | 10 | 1 or 2 | HES7001-A  |
| 7 | *Independent Study                                             | option                         | 20 | 1 or 2 | HES7003-B  |

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

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed all four 30 credit modules (total 120 credits) and achieved learning outcomes 1-6.

### **Degree of Master curriculum map**

| <b>FHEQ Level</b> | <b>Module Title</b>        | <b>Type (Core/<br/>Option/<br/>Elective)</b> | <b>Credits</b> | <b>Semester</b> | <b>Module Code</b> |
|-------------------|----------------------------|----------------------------------------------|----------------|-----------------|--------------------|
| 7                 | Management Project         | Option                                       | 60             | 1 and 2         | LEM7039-E          |
| 7                 | Extended Literature Review | Option                                       | 60             | 1 and 2         | LEM7040-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 1-10. Students who wish to exit with the award of MSc Leadership in Health and Social Care (International - distance learning) must select a Management Project topic that has an international health focus.

If a student fails any 30 credit module, they cannot continue and would be withdrawn from the programme.

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

### **Learning and Teaching Strategy (Distance Learning)**

As distance learning programmes the University's virtual learning environment (VLE), will be used extensively as the principal mechanism for learning and teaching content, for communication and to guide students through the programme. The

programme is facilitated by experienced academics. The programme team are highly experienced in delivering leadership and management development and have a background of publications and research, and extensive experience of working at senior levels in the Health & Social Care sector. In addition, members have a range of other qualifications e.g., teaching qualifications, CIPD.

Students will gain knowledge and understanding of each subject studied through recorded lectures, supported by online 'live' seminars, set exercises and directed study to enable students to develop and expand their knowledge and analytical skills, and ability to apply theory.

A deeper understanding of each subject will be gained by consulting further resources e.g., textbook and journal readings. All of these resources are accessed via the VLE. Students will be expected to use the VLE and other digital technologies and access to internet facilities is essential.

The learning and assessment strategies are designed to allow students to achieve the programme learning outcomes (LO1-10). For the Postgraduate Certificate, students are required to study one core module, Health & Social Care Leadership and one other module of their choice to enable them to tailor the programme to their personal and professional development needs. To achieve the Postgraduate Diploma, students will complete all four modules.

The Management Project/Extended Literature Review, which students will undertake for the Masters stage of the programme, allows students to select a challenging management issue or opportunity (LO7-10). Students will receive support from a personal supervisor during the project.

### Assessment Strategy

Each module is assessed individually with a single piece of assessment. All assessments are of an applied nature, requiring demonstration of critical analysis and application of theory. Students will be able to consider areas of current relevance to their practice or identified areas of interest. Learning outcomes (LO1-6) are assessed through written assignments, a presentation and the management project/extended review using the Faculty of Health Studies Masters marking criteria (LO 7-10).

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

| <b>Module</b>                           | <b>Applied Written Assignment</b> | <b>Presentation</b> | <b>Project/Review</b> |
|-----------------------------------------|-----------------------------------|---------------------|-----------------------|
| Health & Social Care Leadership         |                                   | X                   |                       |
| Managing People in Health & Social Care | X                                 |                     |                       |
| Understanding Health & Social           | X                                 |                     |                       |

|                                                                |   |  |   |
|----------------------------------------------------------------|---|--|---|
| Care Policy & Strategy                                         |   |  |   |
| Leading Change and Service Improvement in Health & Social Care | X |  |   |
| Independent study (10 and 20 credits)                          | X |  |   |
| Management Project                                             |   |  | X |
| Extended Literature Review                                     |   |  | X |

## Assessment Regulations

These programmes conform to the standard University Assessment Regulations which are available at this link: <https://www.bradford.ac.uk/regulations/>

## Admission Requirements

The University welcomes applications from all potential students and an important factor in the decision to offer a place is our assessment of a candidate's potential to benefit from their studies and 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.

Applicants will hold a first degree at 2:2 or above, or acceptable professional qualification. Applicants need to have significant and relevant experience, which would typically be at least two years of experience in the health and social care sector. Application is based on submission of an online application form, CV and interview, if required, to discuss the content and expectations of the programme.

Applications are also welcome from students with non-standard qualifications but with significant relevant experience. However, applications with non-standard qualifications would be considered individually and additional selection activities would apply.

As the programme is delivered entirely in English, applicants must be able to demonstrate proficiency in the English language. Applicants whose first language is not English will need to demonstrate proficiency in English in accordance with University Regulations. As an example in International English Language Testing System (IELTS) you will need to achieve an overall score of 6.0, with at least 5.5 in each of the sub-tests.

## Recognition of Prior Learning

If the student has prior certificated learning, professional experience, or other learning that may be equivalent to parts of this programme, and it can demonstrate that the student has already achieved some of the learning outcomes, they 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 an application for the recognition any 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**

| <b>Version Number</b> | <b>Brief description of Modification</b> | <b>Date of Approval (Faculty Board)</b> |
|-----------------------|------------------------------------------|-----------------------------------------|
| 1                     | Annual update for 2022/23 academic year  | July 2022                               |
| 2                     |                                          |                                         |
|                       |                                          |                                         |
|                       |                                          |                                         |