

Programme title:

MSc/Postgraduate Diploma/ Post Graduate Certificate Leadership in Health and Social Care

MSc Leadership in Health & Social Care (International).

Academic Year:	2019-20
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 Leadership in Health & Social Care Postgraduate Diploma Leadership in Health & Social Care Postgraduate Certificate Leadership in Health and Social Care MSc Leadership in Health & Social Care (International)
Programme accredited by (if appropriate):	N/A
Programme duration:	MSc Leadership in Health & Social Care - 3 years part-time MSc Leadership in Health & Social Care (International) 1 year full time
QAA Subject benchmark statement(s):	Master's Degrees in Business and Management
Date last confirmed and/or minor modification approved by Faculty Board	April 2019

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. This applied programme is 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 programme have a wide range of experience and different national and international backgrounds, which enhances and facilitates learning.

The applied programme 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.

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

The programme focuses 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. 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.

In response to stakeholder advice, all modules can be selected for study as standalone 30 credit modules if students do not wish to complete the whole programme. In order to enhance student choice, different awards have been included in the programme (Certificate and Diploma) if students wish to exit with these. The programme aligns with the principles within the University's curriculum framework, and also with the NHS [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 normally delivered by blended learning with two two-day workshops for each module where students can learn with and from others. This approach aims to fit with increasingly personal and work commitments of students. International students will have weekly contact.

The final part of the MSc is a Management Project and begins with a 3 day preparation workshop following which students will work closely with their individual allocated supervisor.

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 a senior level in the Health & Social Care sector. In addition, members have a range of other qualifications e.g. teaching qualifications, CIPD.

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 Health and Social Care organisations in a national and international context.
- A2 Develop the skills and knowledge to utilise appropriate theory and apply to the Health and Social Care context
- A3 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 management research

- LO8 Critically analyse the literature and research available in the area of study.
- LO9 Demonstrate independent study and the application of management research skills in the planning, execution and evaluation of a management project.
- LO10 Critically reflect on the project outcomes and identify the learning achieved.

Curriculum

Postgraduate Certificate curriculum map

FHEQ Level	Module Title	Type	Credits	Semester	Module Code
7	Health & Social Care Leadership	core	30		LEM 7031-C
7	Any other Diploma module		30		
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 the core module (Health & Social care Leadership) and one other 30 credit module of the student's choice and achieved learning outcomes 1-4.

*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	Health & Social Care Leadership	core	30	1	LEM 7031-C
7	Managing People in Health & Social Care	core	30	2	LEM 7032-C
7	Understanding Health & Social Care Policy & Strategy	core	30	1	LEM 7033-C
7	Leading Change and Service Improvement in Health & Social Care	core	30	2	LEM 7034-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 all four 30 credit modules (total 120 credits) and achieved learning outcomes 1-6.

*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 1-10. Students who wish to exit with the award of MSc Leadership in Health and Social Care (International) must select a Management Project topic that has an international focus.

If a student who has started their Management Project fails their last 30 credit diploma module, they cannot continue with the Project 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

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. For each module, students will attend workshops of 2 days at the beginning and 2 days in the middle of the module (total of 4 days). The teaching in all modules aims to integrate theory and application of knowledge to enable students to develop their effectiveness as a manager. International students will also have weekly contact.

Learning outcomes LO1-6 are developed through a series of contextualising lectures that cover key topics. Workshops 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 (LO1-6). Learning outcomes LO1-10 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 (LO1-10). 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 management issue or opportunity (LO7-10). 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. Students will be able to contextualise their assessments to 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 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:

Module	Applied Written Assignment	Presentation	Project
Health & Social Care Leadership		X	
Managing People in Health & Social Care	X		
Understanding Health & Social Care Policy & Strategy	X		
Leading Change and Service Improvement in Health & Social Care	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/aqpo/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 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 normally hold a first degree or acceptable professional qualification. However applications are also welcome from students with non-standard qualifications but with significant relevant experience

Application is based on submission of an online application form, CV and interview, if required, to discuss the content and expectations of the programme.

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 6.5, 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

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Approval Event	8 December 2018
2	Clarification of duration	April 2019
3	Reordering of the programmes to make clear the target routes	July 2019