

## Leadership in Health and Social Care Postgraduate Programmes Specification

<https://www.bradford.ac.uk/courses/pg/leadership-in-health-and-social-care/>

<https://www.bradford.ac.uk/courses/pg/leadership-health-social-care-international/>

**Academic Year:** 2022/23  
**Degree Awarding Body:** The University of Bradford  
**Target Degree Awards:** MSc Leadership in Health and Social Care (International) [FHEQ Level 7];  
**Interim Diploma Award:** PGDip Leadership in Health and Social Care [FHEQ Level 7]  
**Interim Certificate Award:** PGCert Leadership in Health and Social Care [FHEQ Level 7]  
**Subject Benchmark Statement:** Masters Degrees in Business and Management (QAA)  
**Programme Admissions:** September and January  
**Programme Modes of Study:** Full-time 12 months (MSc International)

**Target Degree Awards:** MSc Leadership in Health and Social Care [FHEQ Level 7]  
PGDip Leadership in Health and Social Care [FHEQ Level 7]  
PGCert Leadership in Health and Social Care [FHEQ Level 7]  
**Interim Diploma Award:** PGDip Leadership in Health and Social Care [FHEQ Level 7]  
**Interim Certificate Award:** PGCert Leadership in Health and Social Care [FHEQ Level 7]  
**Subject Benchmark Statement:** Masters Degrees in Business and Management (QAA)  
**Programme Admissions:** September and January  
**Programme Modes of Study:** Part-time 12 months (PGCert), 24 months (PGDip), 36 months (MSc)

**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.

### Minor Modification Schedule

- (v1) April 2019: Clarified duration of programmes
- (v2) July 2019: Made target routes clearer
- (v3) January 2021: Specification reformatted and made accessible
- (v4) July 2021: Annual changes for 2021/22 academic year
- (v5) July 2022: Annual changes for 2022/23 academic year

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### 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 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 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. 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.

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.

## **Programme Overview**

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 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. The Project/ Review begins with a preparation workshop following which students will work closely with their individual allocated supervisor.

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.

Entry to the programme is in September or January of each academic year. The programme is normally delivered by blended learning using a workshop approach for each module where students can learn with and from others. This approach aims to fit with the increasing personal and work commitments of students. International students will have weekly contact hours.

## **Programme Aims**

**The programmes are intended to:**

- A1 Develop health and social care leaders with a sound understanding of key leadership and management theories and practices, able to operate in dynamic national and international environments.
- A2 Develop the skills, knowledge and critical understanding needed to lead and manage effectively in national and international health and social care organisations.
- A3 Advance critical abilities enabling students to analyse complex situations and problems. To develop skills in organising, synthesising and analysing the relevant factors leading to the adoption of suitable decisions making techniques and solutions to the problems/situations encountered.
- A4 Develop leaders with critical awareness and understanding national and international issues affecting health and social care.
- A5 Develop health and social care leaders who embrace and promote lifelong learning, critical reflection, and digital scholarship.

**Additionally, for students completing the Masters programme, the programme intends to:**

- A6 Develop project and management expertise by undertaking a substantial applied health and social care management project or extended literature review.

## **Programme Learning Outcomes**

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

- PLO 1 Critically reflect on their personal effectiveness, specifically their leadership and management skills and utilise this knowledge in health and social care environments.
- PLO 2 Critically evaluate different theoretical models and approaches that can be utilised in in health and social care and identify different leadership styles for different situations.
- PLO 3 Critically evaluate appropriate evidence and apply to health and social care.

PLO 4 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:**

PLO 5 Critically analyse the national and international environment and its implications for health and social care.

PLO 6 Demonstrate in depth knowledge and understanding of strategy and policy, quality, service improvement and change, and managing people in health and social care.

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

PLO 7 Critically analyse different approaches to leadership and management research.

PLO 8 Critically analyse the leadership and management literature and research available.

PLO 9 Demonstrate independent study and the application of management research skills in the planning, execution, and evaluation of a management project/ extended literature review.

PLO 10 Critically reflect on the project outcomes and identify the learning achieved.

## Curriculum

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

## Postgraduate Certificate and Postgraduate Diploma

Module Code	Module Title	Module Type	Module Credit	FHEQ Level	Study Period
LEM7031-C	Health & Social Care Leadership	Core	30	7	Semester 1
LEM7032-C	Managing People in Health & Social Care	Option	30	7	Semester 2
LEM7033-C	Understanding Health & Social Care Policy & Strategy	Option	30	7	Semester 1
LEM7034-C	Leading Change and Service Improvement in Health & Social Care	Option	30	7	Semester 2
HES7001-A	Independent Study	Option ▪	10	7	S1 or S2
HES7003-B	Independent Study	Option ▪	20	7	S1 or S2

- 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 60 credits including LEM7031-C, Health and Social Care Leadership and achieved the award learning outcomes.

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed 120 credits and achieved the award learning outcomes.

## Degree of Master

Module Code	Module Title	Module Type	Module Credit	FHEQ Level	Study Period
LEM7006-E	Management Project	Core	60	7	S1 or S2

Students will be eligible for the Degree award of Master of Science in Leadership in Health and Social Care if they have successfully completed 180 credits and achieved the award learning outcomes.

Students will be eligible for the Degree award of Master of Science in Leadership in Health and Social Care (International) if they have successfully completed 180 credits including an internationally focused project and achieved the award learning outcomes.

Please note: Under the University Assessment Regulations it is required that students complete the taught element of the programme before continuing to the project stage. If a student who has started their Management Project is found to have failed their last 30 credit diploma module, they cannot continue with the Project and could be withdrawn from the programme.

## 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, learning outcomes 1 and 2 are developed and achieved through research informed asynchronous lectures that cover key topics.

Students will attend workshops of 2 days at the beginning and 2 days in the middle of the module: a total of 4 days (subject to circumstances). 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 asynchronous 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). The knowledge and theory introduced will be further explored in student-centred independent learning and online interactive learning

objects. Synchronous seminars (Online or face to face subject to circumstances) will be used to explore subjects introduced in workshop days and lectures & provide students with the opportunity to discuss & analyse relevant topics.

Learning outcomes LO1-10 will also be underpinned by students' independent study, enabling them 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, or using a telecommunications application such as Skype, Zoom or Microsoft Teams.

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. Time is allocated within the modules for students to engage with interactive learning objects (including relevant websites, documents & a range of online resources such as video clips & blogs etc.) designed and packaged to support specific learning objectives.

The Management Project 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 have access to contextualising asynchronous lectures that will introduce them to the structure and content of the Management project/extended literature review. The students will also attend two workshops, supported by interactive learning objects and online synchronous student-centred tutorials, which will help students formulate ideas, introduce them to alternative methods which students may want to use when carrying out their project and will prepare them to undertake the project. Students will be able to present a proposal for their study and receive feedback to help them to further develop their study. Following the workshops, students will receive individual project supervision 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 applied written assignments, a presentation and the management project using the Faculty of Health Studies Masters marking criteria (LO 7-10).

## **Assessment Regulations**

This Programme conforms to the standard University Postgraduate Assessment Regulations which are available at the link: <https://www.bradford.ac.uk/regulations/>

## 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.

We take into consideration a number of factors when assessing your application. It's not just about your grades; we take the time to understand your personal circumstances and make decisions based on your potential to thrive at university and beyond.

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.

## International students

This programme welcomes international applicants, particularly the internationally focused full-time September start variant. For information on what qualifications are equivalent to the above, visit the Entry Requirements page for your country by visiting:

<https://www.bradford.ac.uk/international/country/>

Candidates for whom English is not a first language must either have studied previously at Bachelor's degree level or above in English or have an IELTS score of 6.0 or equivalent with no sub-test result less than 5.5. If you do not meet the IELTS requirement, you can take a University of Bradford pre-session English course with our Language Centre:

<https://www.brad.ac.uk/courses/other/pre-sessional-english-language-programme/>

## Recognition of Prior Learning

Applications are welcome from mature students returning to study (aged 25 or over upon entry) or students with non-standard qualifications.

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University has procedures to evaluate and recognise this learning in order to provide applicants with exemptions from specified modules or parts of the programme. For more details about our Recognition of Prior Learning procedures visit: <https://www.bradford.ac.uk/teaching-quality/prior-learning/>

**Please note:** The information above relates to the contemporary recruitment cycle at time of publication and therefore may now be out of date. The current tariff and accepted qualifications for entry onto the programmes is published on the programme course listings:

Leadership in Health and Social Care

<https://www.brad.ac.uk/courses/pg/leadership-health-social-care-international/> or Leadership in Health and Social Care (International)

<https://www.brad.ac.uk/courses/pg/leadership-health-social-care-international/>

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