

# Leadership in Health and Social Care: Bradford

## MSc/PGC programmes specification

<b>Academic Entry Year:</b>	2025/26
<b>Degree Awarding Body:</b>	The University of Bradford
<b>Main Location:</b>	City Campus
<b>Subject Benchmarks:</b>	Master's degrees in Business and Management (Quality Assurance Agency 2015)
<b>Qualifications Framework:</b>	Framework for HE Qualifications of UK Degree Awarding Bodies (FHEQ: QAA 2014)
<b>Target Degree Awards:</b>	Master of Science (MSc) in Leadership in Health and Social Care [FHEQ Level 7]; MSc Leadership in Health and Social Care (International) [FHEQ Level 7]
<b>Intermediate/exit Diploma:</b>	Postgraduate Diploma (PGD) Leadership in Health and Social Care [FHEQ Level 7]
<b>Target/exit Certificate:</b>	Postgraduate Certificate (PGC) Leadership in Health and Social Care [FHEQ Level 7]
<b>Programme Admissions:</b>	UK/home students (all routes) and international students (full-time only)
<b>Programme Start Date(s):</b>	September and January
<b>Programme Modes of Study:</b>	12 months full-time (MSc), September start 12 months part-time (PGC), September or January start 24-36 months part-time (MSc), September or January start

Information in this document is for the contemporary recruitment cycle and was accurate at time of publication. The current tariff and accepted qualifications for entry onto the programme is published at the online course pages: [www.brad.ac.uk/courses/pg/leadership-in-health-and-social-care/](http://www.brad.ac.uk/courses/pg/leadership-in-health-and-social-care/) and <https://www.bradford.ac.uk/courses/pg/leadership-health-social-care-international/>

The University has a set of terms and conditions for all students accepting an offer to study on a course here at Bradford. This is called the Student Contract. This document sets out the Terms and Conditions which apply when you accept an offer of a place on a programme of study at the University of Bradford. View our Student Contract for further details: <https://www.bradford.ac.uk/student-contract/>

## Minor Modification Schedule

Every effort has been made to ensure that the information in this document 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.

1. March 2023: Annual changes for 2023/24 academic year.
2. August 2025: Removed PGDip as a target award for entry 2025/26 and move to new academic regulations. Specification reformatted for improved accessibility.

## Programme overview

The modern context of national and international health and social care requires individuals who can lead and manage within a turbulent high-pressure environment. Increasingly, this means working across and within nations: healthcare leaders need to understand the professional and organisational contexts of system leadership, and have the skills, knowledge, and credibility to operate effectively. Bradford's Leadership in Health and Social Care Postgraduate Certificate, Diploma and Master's Degrees 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 programme will have a wide range of experience and different national and international backgrounds, which enhances and facilitates learning for everyone.

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

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 and full-time students will have weekly contact hours.

The programmes align with the principles within the University's [Bradford Curriculum framework](#), and also with the NHS England [Healthcare Leadership Model](#). Delivery is based at the University of Bradford's Faculty of Health and Social Care, which has a heritage of more than 75 years of pioneering medical and healthcare education. Students can register for a Postgraduate Certificate part-time and progress at their own pace or complete the full-time Master's Degree in a year.

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 MSc programme equips students with the theory and skills required of effective 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 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.

There are flexible opportunities to combine theory with experience and practice thanks to the applied nature of the programmes. 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. Students who complete an internationally focussed project/review can have their work recognised with the special named award of MSc Leadership in Health and Social Care (International).

## **Programme aims**

- 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.
- Develop the skills, knowledge and critical understanding needed to lead and manage effectively in national and international health and social care organisations.
- 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.
- Develop leaders with critical awareness and understanding national and international issues affecting health and social care.
- 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 develop project and management expertise through the undertaking of a substantial applied health and social care management project or extended literature review.

## **Programme Learning Outcomes**

**To be eligible for the FHEQ Level 7 Certificate award, students will be able to:**

1. Critically reflect on their personal effectiveness, specifically their leadership and management skills and utilise this knowledge in health and social care environments.

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.
3. Critically evaluate appropriate evidence and apply to health and social care.
4. Critically apply knowledge and understanding of fundamental theories and concepts in Health and Social care

**To be eligible for the FHEQ Level 7 Diploma award, students will additionally be able to:**

5. Critically analyse the national and international environment and its implications for health and social care.
6. Demonstrate in depth knowledge and understanding of strategy and policy, quality, service improvement and change, and managing people in health and social care.

**To be eligible for the FHEQ Level 7 Degree of Master, students will additionally be able to:**

7. Critically analyse different approaches to leadership and management research.
8. Critically analyse the leadership and management literature and research available.
9. Demonstrate independent study and the application of management research skills in the planning, execution, and evaluation of a management project/ extended literature review.
10. Critically reflect on the project outcomes and identify the learning achieved.

## Curriculum structures

University of Bradford modules are studied over an Academic Year of two Semesters, where Semester 1 starts in September and Semester 2 starts in January. Dissertations and projects for Master's degrees start alongside the taught content and are completed in the summer after teaching finishes (full time students) or over a period of up to a year (part-time students).

### Certificate Curriculum

The Postgraduate Certificate in Leadership in Health and Social Care is a 60-credit award. All students study the module LEM7031-C and select 1 option from 3 to complete the certificate.

**Table 1: Postgraduate Certificate list of modules**

Module Title	Selection	Credit	Level	Study Period	Module Code
Health and Social Care Leadership	Core	30	FHEQ 7	Semester 1	LEM7031-C
Managing People in Health and Social Care	Option	30	FHEQ 7	Semester 2	LEM7032-C
Understanding Health and Social Care Policy and Strategy	Option	30	FHEQ 7	Semester 1	LEM7033-C
Leading Change and Service Improvement in Health and Social Care	Option	30	FHEQ 7	Semester 2	LEM7034-C

Students will be eligible for the target award of Postgraduate Certificate if they have successfully completed 60 credits including LEM7031-C and achieved the award learning outcomes 1-4.

## Master's Degree Curriculum

The Master of Science degree in Leadership in Health and Social Care is a 180-credit award.

Full-time students will study 60 credits in each academic study period within a calendar year. Part-time students will normally progress through the curriculum in the order shown, completing 60 credits each calendar year.

**Table 2: Master's Degree list of modules**

Module Title	Selection	Credit	Level	Study Period	Module Code
Health and Social Care Leadership	Core	30	FHEQ 7	Semester 1	LEM7031-C
Managing People in Health and Social Care	Core	30	FHEQ 7	Semester 2	LEM7032-C
Understanding Health and Social Care Policy and Strategy	Core	30	FHEQ 7	Semester 1	LEM7033-C
Leading Change and Service Improvement in Health and Social Care	Core	30	FHEQ 7	Semester 2	LEM7034-C
Management Project	Core	60	FHEQ 7	Full Year	LEM7006-E

Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed 60 credits including LEM7031-C and achieved the award learning outcomes 1-4.

Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed 120 credits including LEM7031-C and achieved the award learning outcomes 1-6.

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 including a project on a UK-focussed project and achieved the award learning outcomes 1-10.

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 focussed project and achieved the award learning outcomes 1-10.

## Learning and Teaching Strategy

As a full contact with blended learning programme, the University's virtual learning environment (VLE) Canvas will facilitate flexible study, communication and guide students through the programme alongside regularly scheduled in-person hours for learning and teaching. The Healthcare Leadership programme team at the University of Bradford are highly experienced in delivering leadership and management development and have a background of publications and research; extensive experience of working at a senior level in the health & social care sector and a range of other qualifications for CIPD (Chartered Institute of Personnel Development) and teaching.

The teaching in all modules aims to integrate theory and application of knowledge to enable students to develop their effectiveness as a manager. All students will typically attend workshops of 2 days at the beginning and 2 days in the middle of the module. International/full-time students will also have weekly contact.

For each module, programme learning outcomes 1 and 2 are developed and achieved through research informed asynchronous lectures that cover key topics. Learning outcomes 3-6 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. Seminars will be held to explore subjects introduced in workshop days and lectures & provide students with the opportunity to discuss and 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 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 and Social Care Masters marking criteria (LO 7-10).

## Assessment, Continuation and Award Regulations

This programme follows the Assessment, Continuation and Award regulations published on the University's website (<https://www.bradford.ac.uk/media-v8/ageo/regulations/Regulation-9-Postgraduate-Taught-Assessment-Continuation-and-Award-1.0b.pdf>) for postgraduate courses (Regulation 9).

Please note: Under the University Assessment Regulations, it is required that part-time 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 to exit with a Certificate.

## 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 of any classification, or acceptable professional qualification (RQF level 6 equivalent).
- Applicants normally need to have some relevant experience in the health and social care sector, but this is not essential.

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 welcome from students with non-standard qualifications and/or students without formal qualifications who have relevant work experience. For such applicants, more evidence would be required and individually designed selection activities will take place to see how the University can support an application.

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 prior learning (RPL) in order to provide applicants with parts of the programme. This could mean an exemption from one to three of the modules and/or entering the part-time programme with advanced standing. See [our website's Prior Learning pages](#) to learn more about how we make RPL decisions.

The programme is taught in English:

- Applicants whose first language is not English will normally demonstrate proficiency through having completed their first degree in the UK or another English-speaking country.

- If you studied internationally or have alternative entry requirements, you will need to be able to demonstrate proficiency in the English language with a standard test score. As an example, in the 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. Search our website for **English language** for examples of alternative test scores we can accept.
- If you do not meet the IELTS requirement, you can take a [University of Bradford pre-sessional English course](#) with our Language Centre.

This programme welcomes international applicants, particularly the internationally focussed full-time September start variant. For information on what qualifications and requirements are equivalent to the above, visit the [Entry Requirements webpage for your country](#).