

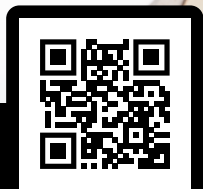
Bournemouth University

National Centre for Cross-Disciplinary Social Work

Leading & Developing Services



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Postgraduate Certificate/Postgraduate Diploma/MA

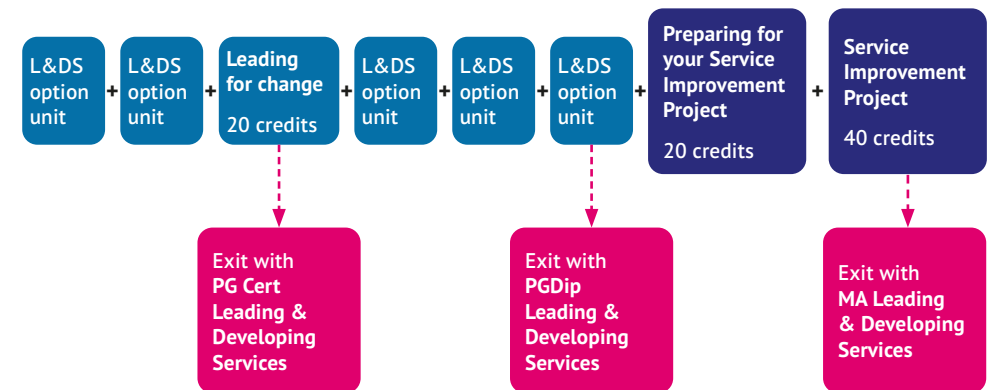
Leading & Developing Services

Level 7

Credits 180

Overview

This programme of units provides managers and experienced health and social care professionals with the opportunity to develop and extend their knowledge of management theory and enhance their management practice.



This course is primarily designed to meet the management and leadership development needs of supervisors, team leaders, first line managers, middle and senior managers/leaders. However, experienced professionals who aspire to a management career/leadership role may also access the course as long as they have supervisory responsibilities that allow them to complete the practice assessments.

As this course offers a good grounding in all aspects of leadership and management, it is suitable for managers currently in first line and middle manager positions who may be seeking promotion to a senior position.

The structure of this award is such that you do not apply for the whole award at once but instead apply for each individual unit according to your needs. You choose the CPD Leadership & Management units from the list on page 5 that meet your specific requirements/needs and build up to one of the Leading & Developing Services awards unit by unit, paying for each individual unit as you undertake it.



You have the option to either exit with an interim award or continue for the full MA award. Award options are:

Postgraduate Certificate Leading & Developing Services (interim award)

When you have completed a minimum of 60 level 7 credits (20 credits must be from the mandatory Leading for Change unit) you can opt to exit the programme and be awarded a Postgraduate Certificate Leading & Developing Services. Alternatively, if you want to continue gaining credit, you can work towards the next interim award outlined below.

Postgraduate Diploma Leading & Developing Services (interim award)

When you have completed a minimum of 120 level 7 credits (20 credits must be from the mandatory Leading for Change unit) you can opt to exit the programme and be awarded a Postgraduate Diploma Leading & Developing Services. Alternatively, if you want to continue to gain the full MA, please see the full award option.

MA Leading & Developing Services (full award)

When you have completed a minimum of 120 credits from the CPD Level 7 Leadership & Management units (20 credits must be from the mandatory Leading for Change unit), you can then complete the mandatory Masters unit entitled Service Improvement Project to gain 180 level 7 credits to exit with the full MA Leading & Developing Services award.

The timeframe to gain any of the above awards is five years from when you start your first CPD Level 7 Leadership & Management unit with Bournemouth University. Once you have achieved the relevant number of credits please email the Admissions Team so that your award can be ratified.

The list of modules that can be used to contribute towards these awards are below, please see the specific module pages for further information on each:

Core units

- Leading for Change
- Evidencing Professional Learning 2 (EPL): Managing & Leading Organisational Change (this unit is only available for students on the Dorset HealthCare University NHS Foundation Trust Leadership Pathway)

Option units*

- Improving Personal & Organisational Performance
- Self-Leadership
- Evidencing Professional Learning (EPL) 1, 2 & 3
- Evidencing Professional Learning 1: Leading Self (This unit is only available for students on the Dorset HealthCare University NHS Foundation Trust Leadership Pathway)

- Leading & Managing Teams (Evidencing Professional Learning)
- Practice Observation (self-managed)
- Professional Supervision in Health & Social Care
- Strategic Leadership
- Resilience, Advocacy & Wellbeing

*Some of these units run annually and others only run if there are enough applicants to make up a minimum cohort. You can only use a maximum of three EPL units within the overall award.

Core unit for Masters

- Service Improvement Project



Overview of each unit

Leading for Change

This unit is designed to enhance knowledge and skills to those in leadership and management roles to undertake change initiatives. You will be able to gain a systematic understanding of relevant literature including a critical awareness of current issues and recent research related to leading change.

This unit aims to address the needs of managers and leaders in health and social care who are working in a culture of constant change and service development.

You will critically examine the implementation of change in projects; professional, organisational, social and cultural contexts. You will critically reflect on your leadership style and skills, thus expanding your knowledge of self. You'll be able to apply this learning in practice when engaging with colleagues and other stakeholders.

You will receive structured opportunities for critical reflection within a well-resourced and research-informed learning community.

This unit consists of online blended learning and teaching methods including live virtual seminars, case studies, recorded presentations, reflective activities, tutorial support and online resources provided through Bournemouth University's virtual learning environment.

Aims

The unit aims to provide an opportunity for you to:

- Critically consider your role in leading yourselves and others in a change environment
- Develop skills and knowledge that will support you to be effective within your role
- Critically reflect on how you can contribute to the development and maintenance of an effective learning culture within your organisation.

Overview

Key topics covered in this unit are:

- Leadership styles: proactivity and vision
- Change management and transition

- Learning cultures, learning organisations and communities of practice
- Promoting professional development and facilitating adult learning in the workplace; motivation; understanding and overcoming resistance
- Promoting critical practice and critical reflection
- Team effectiveness, dynamics, conflict, dysfunctions
- Self-awareness: self-management; power; influence
- Resilience within the change process
- Social/health policy and political drivers for change.

This unit is a core unit on the MA Leading & Developing Services Programme.

Evidencing Professional Learning 2: Managing & Leading Organisational Change

(Dorset HealthCare University NHS Foundation Trust Leadership Pathway)

This is a bespoke unit for Dorset HealthCare University Trust and is part of the **Dorset HealthCare Leadership Development Pathway**.

The EPL 2: Managing & Leading Organisational Change unit can enable you to gain academic/professional credit for the learning and practical work associated with the Dorset HealthCare Leadership Development Pathway.

Aims

This unit has been developed for healthcare professionals who wish to evidence their continuing professional practice development. Therefore, the focus of the unit is the consolidation of, and evidencing of, professional competence within a practice arena.

You can take this unit up to three times provided the focus of your study is different on each occasion.

Improving Personal & Organisational Performance

This unit aims to address the needs of new managers/leaders in health and social care who are working in a culture of constant change and service development. It will allow you to critically reflect on your existing competence in basic leadership skills developed as a result of experience or those typically found in organisation-based training programmes. You will be encouraged to identify your own skills and plan to improve these by setting personal and organisational objectives.

Leading and managing in complex, ever changing, and financially challenged organisations requires flexible and adaptive professional leadership. This unit will encourage you to explore your leadership capability starting with self, critically reflecting upon your impact and experience, developing a matched action plan focused on two objectives; personal professional and organisational focused improvement.

This unit is intended to develop leadership and management skills and therefore, you will need to be able to ensure that you are in a role where you can clearly meet all the individual learning outcomes criteria, which includes being able to evaluate your existing practice in managing self and others.

Key areas covered:

- Health and social care change, vision and values; policy directives
- Current challenges in meeting the new health and social care agenda
- Implications for leading self and others in changing climates
- Fundamental concepts in relation to leadership and management
- Skills analysis using appropriate national management and occupational standards
- Modes of reflective practice
- Personal development planning.



Self Leadership

This unit is designed to enable qualified practitioners in health and social care to increase your self-leadership capability and capacity to better manage self and others under the multiple pressures of the work environment. The development focus is upon the quality of the leader's thinking, creativity, and deeper self-awareness in the moment; ultimately developing advanced level professional leadership impact. Personal resilience and better relating to all those you interact with, within complex and critical situations, is a fundamental goal of this leadership unit.

Key areas covered:

- Implications for managing self and others in changing complex and critical situations
- Developing deeper levels of self-awareness
- Creating presence, clarity and quality of mind
- Developing clear thinking leaders and synergistic leadership teams
- Developing 'state of mind' understanding to assess and problem solve in difficult and unpredictable circumstances
- Professional values and ethics in advancing human rights
- Understanding and working



Evidencing Professional Learning (EPL) 1, 2, & 3

All professionals are required to continuously engage in professional development with a feature of this being not only able to identify and meet learning needs, but to apply the learning to practice. The professional development can be achieved either through work related courses or activities, attendance at conferences/masterclasses, courses outside the university, sessions within the university or self study.

The unit aims:

- To provide a structure through which the learning gained can be acknowledged and you can critically reflect on the impact of the learning on both yourself and your workplace
- To develop critical understanding of professional knowledge / skills acquired through structured learning
- To develop skills in reflection and critical evaluation of practice
- To develop application of learning in professional and organisational contexts.

study days/masterclasses etc. The contact hours in University discusses the benefits of work based learning and prepares you in terms of study skills for the assignment.

The focus of the assignment is negotiated with the unit leader. In addition, Action Learning group support will be available for you to meet, network and reflect upon the learning process.

You can take this unit up to three times:

- Evidencing Professional Learning 1
- Evidencing Professional Learning 2
- Evidencing Professional Learning 3

Please be advised that you cannot use the learning event(s) chosen for this unit to gain academic credit for/from any other credited unit. If this unit is undertaken three times, the topic explored must be different on each occasion.

In this unit you'll engage in learning from a variety of sources prior to completing the assessment. This learning may be of a formal or informal nature, but it is expected that it will be at least 12 hours in duration. This can include self-study, attending conferences/

Evidencing Professional Learning 1: Leading Self

(Dorset HealthCare University NHS Foundation Trust Leadership Pathway)

This is a bespoke unit for Dorset HealthCare University NHS Foundation Trust and is part of the [Dorset HealthCare Leadership Development Pathway](#).

The aim of the EPL 1: Leading Self unit is to critically reflect on your capability and capacity to understand and manage/lead yourself under the challenges and pressures of change within the work environment. The assignment will be based on application of knowledge gained from the Dorset HealthCare Evidencing Professional Learning: Leadership Pathway.

All the information you need to undertake the assignment for this unit will be provided in an online briefing session with the unit lead. You will also be offered a follow up personal tutorial to support you in developing your assignment.



Leading & Managing Teams (Evidencing Professional Learning)

The aim of the Evidencing Professional Learning (EPL): Leading & Managing Teams unit is to critically reflect on your capability and capacity to understand and manage/lead yourself and your team.

This unit is designed to enhance knowledge and skills on team leadership and management of those in leadership and management roles. You will be able to gain a systematic understanding of relevant literature including a critical awareness of current issues and recent research.

The unit aims to address the needs of new managers and leaders in health and social care who have responsibilities for supervising or leading teams and will support you to develop the practical skills to manage a team.

The current environment calls for high levels of sustained performance from individuals and teams. Getting the performance management basics right is essential in the form of behaviours, structures and processes. However, the presence of this basic performance architecture does not guarantee success; rather success comes from a supportive organisational culture which encourages high performance, staff who challenge and support each other and leaders who model appropriate behaviour.

You will critically reflect on your leadership style and skills, extending knowledge of yourself when engaging with colleagues, and will apply this understanding to practice. You will have the opportunity to explore a range of team management and leadership models including: delegation, motivation, the role of the leader as a coach and mentor, as well as, models for giving feedback and dealing with conflict.

This unit consists of online blended learning and teaching methods including live virtual seminars, case studies, recorded presentations, reflective activities, tutorial support and online resources provided through Bournemouth University's virtual learning environment. Small group tutorials will also be offered to discuss the assignment.

The unit aims to provide an opportunity for new managers and leaders to:

- Develop a systematic understanding of relevant literature including a critical awareness of current issues and recent research related to leading a team
- Develop the practical skills needed to manage a team
- Explore a range of team management and leadership models, delegation, motivation, the role of the leader as a coach and mentor
- To develop skills for giving and gaining feedback and dealing with conflict
- To develop skills and knowledge which will support you to be effective within your role
- To critically reflect on how you can contribute to the development and maintenance of an effective learning culture within your organisation.

Practice Observation

The aim of the Practice Observation unit is to demonstrate that you have met the required standards for practice at an appropriate level as identified by the professional bodies and in line with relevant professional standards and/or competencies.

You will demonstrate:

- Capacity to perform consistently within the core values and skill base that underpin the principles of ethical professional practice (including those which facilitate partnerships with service users, relatives, carers, and other professionals)
- Capability in the support of service users with complex needs and in a context of risk, uncertainty and conflict
- Competence in professional practice in accordance with the requirements of the professional/statutory regulatory authorities
- Critical reflection and evaluation of your own practice, application of theory etc, and impact on others.

Professional Supervision in Health & Social Care

Good supervision is at the heart of effective professional practice, and the rapidly changing context of health and social care means it is a complex and demanding activity.

Through exploration of theory and research evidence you will develop a critical knowledge base of the nature and context of supervision in your current environment. The unit will also encourage you to reflect and evaluate your own practice and role in relation to your professional values and standards.

Having completed this unit you are expected to:

- Evaluate and synthesise the theoretical frameworks and research related to the study of supervision and assess your relevance to the health and social care context
- Demonstrate in-depth knowledge and critical understanding of the current policy drivers in health and social care services and their impact on your supervision strategies in your organisation
- Demonstrate advanced knowledge and critical understanding of the personal skills, professional standards and approaches needed to engage in effective supervision
- Critically examine the effectiveness of your practice, using reflection and analysis to develop a conceptual understanding of your work as well as a critical awareness of the impact of your interventions.

Strategic Leadership

The unit aims to address the needs of managers/leaders in health and social care who are working in a culture of constant change and service development. Strategy is considered in respect of how it might be formulated and implemented locally within health and social care. It will help you, as a leader, to consider and evaluate national and local strategy. Being strategic within the organisation and in collaboration/integration with others is a key principle here.

Key areas covered:

- Approaches to strategy – historical background, current practice and emergent thinking
- Developing and evaluating strategy in a public services environment
- Innovation and strategy development
- Strategic thinking
- Public value and measures of return on investment
- Preparing business cases and strategic planning documents
- Strategic tools and techniques
- Strategic collaboration.





Resilience, Advocacy & Wellbeing

Resilience, advocacy and wellbeing are terms that have come into focus during recent years, and their importance has been accelerated through the Covid-19 pandemic.

For many, professional practice has moved from team-based peer support to working from home, juggling competing personal and professional tasks in times of global crisis. This has impacted on individuals in terms of mental and physical health, and staffing pressures have arisen for organisations as a result.

The concept of self-care or caring for self has come to the forefront for practitioners across health and social care, alongside personal and organisational performance.

This unit is designed to enhance knowledge and skills to support leadership practice around resilience, advocacy and wellbeing.

Teaching for this unit will take place online, physically or in a hybrid mode, depending on the requirements of the purchasing employer.

Unit aims

- The unit will refer to the contemporary theory, research, policy, guidance and legislation which supports your practice
- You will critically examine professional, organisational, social and cultural contexts of practice
- You will critically reflect on the management of staff who are exposed to stress, trauma and vicarious trauma
- You will receive structured opportunities for critical reflection within a well-resourced and research-informed learning community.

Core unit for Master's

Service Improvement Project

These units are mandatory for the full award, MA Leading & Developing Services, and are undertaken normally when 120 level 7 credits have been achieved. They can also be taken on a standalone basis.

Preparing for your Service Improvement Project

A Service Improvement Project (SIP) aims to bring about a measurable benefit to a service or services against a stated aim. During the unit you will explore a range of relevant knowledge, skills and attributes to enable you to prepare for a SIP. This unit aims to provide an opportunity to develop a SIP proposal. You will gain sufficient knowledge regarding an appropriate, systematic and justified methodology in a complex professional area, design an original intellectually challenging and in-depth SIP action plan relevant to your professional context.

Service Improvement Project

The project embraces both traditional and non-traditional forms of intellectual inquiry and relevant and effective practical management.

The specific content and subject matter related to the area of investigation will be justified by you and negotiated with your SIP tutor and employer.

The project will demonstrate your autonomous and independent ability within a complex professional context, to create knowledge which expands or redefines existing knowledge and/or develops new approaches to service improvement.

This course is taught face to face and requires 100% attendance.



Recognition of Prior Learning (RPL)

We facilitate Recognition of Prior Learning (RPL) which enables credit to contribute to a BU award, subject to an application process. Students who provide evidence of prior learning can be considered for exemption from certain units.

BU distinguishes between two types of RPL:

1. RPCL: Recognition of Prior Certificated Learning (from formal education)
2. RPEL: Recognition of Prior Experiential Learning (from substantial relevant work/ life experiences)

You can find our full **Recognition of Prior Learning Policy** by visiting www.bournemouth.ac.uk/RPL

Important note

We regularly review all our courses to take advantage of new approaches to learning and teaching, as well as developments in industry. Please make sure you check our website for the latest details on all our degrees.





Continuing Professional Development

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