

<b>UNIT SPECIFICATION</b>			
<b>Unit title</b> <b>IMPROVING PERSONAL AND ORGANISATIONAL PERFORMANCE (IPOP)</b>			
<b>Level</b>	Level 7	<b>Credit value</b>	20 (10 ECTS)
<b>Is this a common unit?</b>		No	<b>Expected contact hours for unit</b> 18
<b>Pre and co-requisites</b> None			
<b>Aims</b> The 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. The unit aims to provide an opportunity for them to develop: <ul style="list-style-type: none"> <li>• To allow the student to critically reflect on their existing competence in leadership skills developed as a result of experience or those typically found in organisation-based training programmes</li> <li>• To identify skills deficits and plan to meet these through the programme itself or by construction of a Personal Development Plan.</li> <li>• To enable practitioners to meet appropriate professional standards and requirements.</li> </ul>			
<b>Intended learning outcomes (ILOs)</b> Having completed this unit the student is expected to: <ol style="list-style-type: none"> <li>1. Critically evaluate the effectiveness of their existing practice in managing self and others, using evidence based knowledge, an understanding of legal and policy contexts and the policies and procedures of their own organisations.</li> <li>2. Critically evaluate a range of strategies and behaviours that will help them to achieve and maintain effectiveness in managing self and the performance of others.</li> <li>3. Demonstrate an advanced understanding and critical application of appropriate theoretical issues and frameworks in reflecting on and analysing a complex, work related situation.</li> <li>4. Meet appropriate professional standards and requirements.</li> </ol>			
<b>Learning and teaching methods</b> In this unit the student will be supported via formal presentations and workshops. A resource book designed specifically for this unit will contain readings, teaching materials and pose questions for discussion in groups. Students' reflections on their own experiences of managing self and others and the small group discussions related to activities undertaken between sessions will help in applying theoretical concepts to practice. Unit guides and specific reading materials will be designed to enable students to continue in the professional development of their existing knowledge base and maximise opportunities to advance their professional practice. Core text, and encouragement to read widely, will also provide foundation knowledge for students to analyse and advance their professional practice. Bournemouth University's online learning resources will be used for student learning and support.  Teaching for this unit will take place online, physically or in a hybrid mode, depending on the requirements of the purchasing employer.			
<b>Assessment</b>			
<b>Formative assessment/feedback</b>			

Oral formative feedback on students' thinking so far /plans for the assignment will be provided on day 3 (of 4 contact days) when the assignment requirements /guidance etc. are discussed. Students with individual/ additional needs will be encouraged to contact the unit lead via e-mail to arrange a 1 to1 meeting.

#### Summative assessment

ILOs 1-4 will be assessed by 100% course work

#### Indicative assessment

Coursework equivalent to 3,000 words.

The assignment focuses on developing, delivering professional organisational and personal outcomes for improving and enhancing existing practice.

The above work will be complemented by a third party testimony to confirm real application in practice. This would normally be provided by the student's line manager.

#### Indicative unit content

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

- 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.

#### Indicative learning resources

Core texts\*

Brown, K. ed., Field, R. ed., 2016. *Effective Leadership, Management and Supervision in Health and Social Care*, 2<sup>nd</sup> ed. London: Sage.

Heffernan, M., 2011. *Wilful Blindness – Why we ignore the obvious at our peril*. London: Simon and Schuster.

Hersey, P., Blanchard, K.H. and Johnson, D.E., 2013. *Management of Organizational Behavior*, 10<sup>th</sup> ed. London: Pearson.

\*Holroyd, J., 2012. *Improving personal and organisational performance in social work*. London: Sage Learning Matters.

Holroyd, J., 2015. *Self-leadership and Personal Resilience in Health and Social Care*. London: Sage.

Kahneman, D., 2011. *Thinking, Fast and Slow*. London: Allen Lane.

Kline, N., 2014. *Time to Think. Listening to Ignite the Human Mind*. London: Hachette UK.

Kouzes, J.M., and Posner, B, Z., 2012. *The leadership challenge*. 5<sup>th</sup> ed. London: John Wiley & Sons, Inc.

Lawlor, J. and Bilson, A., 2010. *Social work management and leadership. Managing complexity with creativity*. London: Routledge.

Northouse, P.G., 2015. *Leadership Theory and Practice* 7<sup>th</sup> ed. London: Sage.

Rutter, L. and Brown, K., 2015. *Critical thinking and professional judgement for social work*. 4<sup>th</sup> ed. London: Sage: Learning Matters.

Sinek, S., 2009. *Start With Why: How Great Leaders Inspire Everyone to Action*. London: Penguin.

Wake, L., 2010. *NLP principles in practice*. St Albans: Academy Press.

Weick, K.E., 2009. *Making sense of the organisation – the impermanent organisation*. London: Wiley and Sons.

Yukl, G., 2013. *Leadership in Organisations* 8<sup>th</sup> Ed. London: Pearson Education Ltd.

<b>Unit number</b>		<b>Version number</b>	1.2	<b>Date effective from</b>	Jan 2022
--------------------	--	-----------------------	-----	----------------------------	----------