Course Information Form (CIF)

The CIF provides core information to students, staff teams and others on a particular course of study.

Section 1 - General Course Information	
Course Title	Applied Social Work Practice: Leadership and Management
Qualification	MA
Intermediate Qualification(s)	University Advanced Professional Certificate: Applied Social Work Practice: Leadership and Management Post Graduate Certificate in Applied Social Work Practice: Leadership and Management Post Graduate Diploma in Applied Social Work Practice: Leadership and Management
Awarding Institution	University of Bedfordshire
Location of Delivery	AP
Mode(s) of Study and Duration	Part-time course normally completed in five years.
Core Teaching Pattern	Core Pattern 3
FHEQ Level	7
Professional, Statutory or Regulatory Body (PSRB) accreditation or endorsement	British Association of Social Work (BASW)
PSRB Renewal Date	To be confirmed
University of Bedfordshire Employability accreditation	Not applicable
Route Code (SITS)	MASLMAPP
Subject Community	Social Work
UCAS Course Code	Not applicable
Relevant External Benchmarking	QAA Quality Code section A1 (The Framework for Higher Education Qualifications Subject Benchmark for Masters Degrees in Business and Management

	QAA Master's Degree Characteristics (2010)
	Professional Capabilities Framework for Social Work (BASW 2015) at Advanced level

Section 2 - Published Information

Material in this section will be used on the course web site to promote the course to potential students. The text should be written with this potential audience in mind.

Course Structure

The Units which make up the course are:

Unit Code	Level	Credits	Unit Name	Core or option
ASS060-6	7	30	Leading and Managing in Social Work	Core
ASS030-6	7	30	Supervising for Quality and Performance in Social Work	Core
ASS070-6	7	30	Strategic Leadership	Option
ASS090-6	7	30	Systemic Leadership for Social Workers	Option
ASS031-6	7	30	Practice Education (Stage 2)	Option
ASS087-6	7	30	Applying Knowledge to Work Based Learning	Option
ASS032-6	7	30	Applied Research Skills in Social Work	Core
ASS091-6	7	60	Dissertation for Social Work Leaders and Managers	Core

An **Advanced University Professional Certificate** can be awarded on completion of any of the following units:
- *Supervising for Quality and Performance*;
- *Leading and Managing in Social Work*;
- *Practice Education Stage 2*;
- *Systemic Leadership*;
- *Strategic Leadership*;
- *Applying Knowledge to Work-Based Learning*.

A **Postgraduate Certificate** can be awarded on successful completion of:
- *Supervising for Quality and Performance,* and
- *Leading and Managing in Social Work.*

A **Postgraduate Diploma** can be awarded to students who have completed 120 credits. The units must include:
- *Supervising for Quality and Performance*,
- *Leading and Managing in Social Work,* and
- *Applied Research Skills for Social Workers*.

Why study this course

This course will provide managers of social workers with the skills and knowledge to develop a high degree of competence in leadership aimed at enhancing the performance of social work teams.

Course Summary – Educational Aims

Underpinned by the Professional Capabilities Framework (BASW 2015), the requirements of the Chief Social Worker's Knowledge and Skills Statements (KSS and current evidence from research, this course will provide social work managers with the depth of knowledge and systematic understanding necessary for advanced practice and professional leadership and management in social work.

The course aims to:
- provide you with a deep and systematic understanding of current knowledge about effective practice in leadership, management and supervision in the context of social work and how this can enhance best outcomes for service users;

- increase your expertise in critical reflection bringing analytical and research led perspectives to your practice as leaders and managers to influence change where necessary by using creative thinking;

- encourage you to reach your full potential as a leader and manager in social work by enhancing your knowledge, skills, sense of enterprise and self awareness so that you can evaluate and plan for your own future direction and learning needs;

- equip you with the skills and confidence and mental agility to lead and make decisions for best outcomes in provision for service users working collaboratively in complex, ever changing environments and with competing demands;

- take effective decisions in the absence of complete data, and communicate your conclusions clearly to a range of stakeholder audiences in a collaborative and facilitative manner.

Entry requirements

Standard:
Standard entry requirements for UK students – http://www.beds.ac.uk/howtoapply/ukugentryreqs
Students from the European Union - http://www.beds.ac.uk/howtoapply/eu/guides

Qualification:
Successful applicants will normally have an honours degree (2:2 or above), and must have a professional qualification in Social Work. Applicants who have 3 years of experience, but do not hold an honours degree with a classification of 2:2 or above can be considered at the discretion of the Course Co-ordinator if they are able   to demonstrate their ability to work at post-graduate level.

Experience:
All applicants should be practising social work managers in a social work setting, or should be aspiring managers who are expected to progress to a management role at some stage during the course. All applicants must have some direct experience of current supervisory practice. Applicants will normally have a minimum of 3 years of post-qualifying experience for direct entry into the course.

Registration:
Applicants must be registered with the Health and Care Professions Council (HCPC).

Recognition of Prior Learning (RPL):
Students seeking recognition of prior learning (RPL) will be referred to the University of Bedfordshire's regulations for admission with advanced standing. Each case will be assessed on its merit by the course team and in line with the University's maximum permissible credit transfer for the level of award sought.

PSRB details

Not applicable

Graduate Impact Statements

This course is designed to develop graduates who are able to:-

- Apply current models of supervision and understanding of leadership and management in own practice to ensure best quality outcomes for service users.
- Motivate others through supervision, team work and mentoring, and advanced leadership to take responsibility for own professional development.
- Learn and apply new ideas and techniques to assure quality outcomes for service users.

Higher Education Achievement Report - Additional Information

This course has been specifically developed to respond to the Professional Capabilities Framework for Social Workers' (BASW 2015) and the requirements of the Chief Social Worker's Knowledge and Skills Statements (KSS). These recommendations for the continuing professional development of social workers will be delivered to ensure excellence in practice. Responding to the changing nature of social work, this course is at the forefront of the latest thinking in teaching, learning and research in social work leadership and management.

Learning and Teaching

This course is designed to develop learners who demonstrate curiosity and critical reflective ability as to how best outcomes for service users can be achieved through supervision and effective strategic leadership. Therefore the learning strategy is designed to encourage the application of knowledge to professional social work practice. Taught by social work academics with direct experience of leadership and management who are research active or engaged in professional practice, the course takes an experiential approach to the learning encouraging the application of cutting edge knowledge to the realities of social work management and leadership. Teaching will focus therefore on not only the sharing of knowledge in lectures but also on application of ideas through the use of case studies, scenarios and role play. Students are also expected to undertake self-directed study in the form of reading, research and application to practice. The culmination of the Masters is the Dissertation Unit where you will have the opportunity to generate your own research aims based on a topic specifically applicable to your area of professional practice disseminating your findings to your peers and work place.

Learning and teaching is supported by the virtual learning environment which is used in a variety of ways providing information about courses, e-learning, collaboration, blogs and a wiki.

Developing your employability

As the course has been mapped against the Professional Capability Framework for Social Work (BASW 2015), on completion you will have evidence that you have met capability at the 'Advanced Level'. Many career opportunities will be available to you in social work as a consequence with a large proportion of employers sponsoring aspirant managers onto this course.

More specifically your employability skills will be enhanced by:
- being observed in your managerial and supervisory practice and be expected to critically review, analyse and propose specific actionable areas for improvement;
- creating a personal development strategy outlining your strengths, areas for improvements opportunities for development and how any barriers to these can be overcome, mapping out ways for your aspirations to be achieved;
- developing employability skills such as professional leadership, high level oral and written communication skills, analytical problem solving and decision making abilities;
- learning from other leaders and managers both informally and formally about what works and what does not work in social work leadership and management and sharing this knowledge to improve social work practice.

Department (s)

Applied Social Studies

Assessment

Throughout the course you will encounter a wide range of assessments designed to collectively meet a variety of individual learning styles and to support you in your progress towards becoming an autonomous learner in leadership and management. These methods are designed to test you in all the areas necessary for competent practice as qualified Social Work managers, as well as the academic disciplines underpinning this practice. Through the use of a variety of assessment methods, you will be able to demonstrate a wide range of key skills for both academic and practice competence. Assessments building towards the final stage of study encourage more self- directed study and autonomous learning. In all the units there is an initial assessment early on in the delivery of the course to enable students to practise key skills with feedback given in areas for improvement and development.

Development of Presentation skills
Presentation skills are introduced in the first core unit Supervising for Quality and Performance. Focusing on development of formal oral presentation and advocacy skills you will present your experience of being observed as a supervisor to your peers. Towards the end of your studies, in preparation for your dissertation, you will present your research ideas to your peers and be encouraged to share these ideas formally within your workplace.

Development of Intervention skills in Practice
Although not a course leading to a professional qualification this course has a significant element of assessment of skills in practice. You will need to be observed in practice and use feedback on your performance in the work place to critically reflect, evaluate and analyse areas for growth and performance and to test these in your leadership and management role.

Development of report writing
As a leader and manager the development of formal report writing skills is an essential tool. Assessments therefore encourage the development of formal report writing skills and the necessary development of research and collation of evidence to support an argument.

After Graduation

Many students will in the process of the course or on graduation be able to seek key leadership or management opportunities in social work or social care. Students completing Leadership and Management units have been promoted to positions of greater responsibility such as Heads of Service and have used the knowledge gained on the course to secure these positions.

Student Support during the course

The University recognises the distinct needs of social work students undertaking part time study whilst combining work and other commitments. There is therefore a strong emphasis placed on supporting students so that you can achieve your full academic potential and enjoy the University experience. We are very aware of the differing needs of part time students and this is reflected in the range of support offered. The Post Qualifying Social Work Team want to ensure that they are accessible to students in a way that works for them. We have found that students appreciate face to face support as well as prompt email and telephone support and utilise technology such as telephone conferencing technology and skype to support student who cannot always leave the office or speak to tutors during conventional office hours.

The course coordinator for the Masters in Applied Social Work Leadership and Management will act as your personal academic tutor throughout your studies. S/he will be responsible for overseeing your academic needs, acting in a liaison role between you and your employer and will help you to navigate your way to your desired award. Tutorials will be offered for groups of students and individuals and will as outlined above be offered flexibly and in various formats. Where a student is identified as having particular professional, academic, or developmental needs, at whatever stage of the course, appropriate support will be facilitated to enhance your experience.

At induction you will be given detailed information as to the structure of the course how you can access support and advice re academic writing if you have been away from studying for some time. Academic support and advice is also available from our Engagement and Mitigation teams who can give you independent and confidential advice if you are having difficulties, for example, if you are unwell during an assignment hand-in or exam period. When you have extenuating circumstances, perhaps an untimely illness then the service can provide you with extra time to complete your work or postpone an exam without penalty when the work is marked. You can contact:

http://www.beds.ac.uk/student-experience2/studying-at-bedfordshire/student-support/cant-hand-in-a-piece-of-work-or-sit-an-exam/ug-and-pgt

The Professional and Academic Development team (PAD) are able to help you through study skills workshops or with one-to-one sessions to help you improve the quality of your written assignments, organisational skills to help you manage your study programme, language skills and much more. PAD can be contacted via the PAD BREO site that you will be automatically enrolled on.

We also have a Disability Advice Team and the Counselling Service. The Disability Advice Team is available to discuss any issues you may have and can provide services such as dyslexia screening. The Learning Resources Centre (LRC) offers a range of services and specialist software and equipment. You can find out more on the LRC website: http://www.beds.ac.uk/studentlife/student-support The counselling service is available at Student Services and assists with personal and financial difficulties.

The Learning Resources Centre provides valuable resources to enable you to develop essential knowledge and understanding of the range of online databases available to you so that you are in a good position to

expand your knowledge of Social Work Leadership and Management and undertake your independent project. The Social Work Department works closely with our subject specific librarian and with our commitment to supporting students' employability skills we have embedded into the curriculum as series of lectures, tutorials and workshops to enhance your employment opportunities. In addition, our subject librarian is available for one to one support outside of the teaching programme.

The Careers and Recruitment Service helps students to reflect on their unique capabilities, interests and circumstance which can be expanded to prepare you for successful employment or further postgraduate study. This service offers one-to-one career coaching on job search, how to complete application forms, interviews techniques, and study and career planning. For more information on the services offered go to: http://www.beds.ac.uk/studentlife/careers/services.

Students with disabilities

There are no particular issues of accessibility to the curriculum for disabled students. The combination of face-to-face and on-line resources enables a flexible approach that aims to be learner centred. Where individual support needs are recognized the course team works with others within the University to ensure that student needs are addressed.

There are procedures for students with dyslexia and some software that might help some students with dyslexia or mild visual problems.

For further information please contact **http://www.beds.ac.uk/studentlife/support/disabilities**

Assessment Map

PLEASE NOTE: as this is a part time course students normally study units consecutively and do not undertake two units at any one time. Assessments are designed to be completed before the next unit commences. This means that contrary to the visual presentation below students are normally not expected to submit multiple assignments at any one time.

Unit Code	C/O	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
ASS060-6 Leading and Managing in Social Work	C							A1							A2													
ASS030-6 Supervising for Quality and Performance in Social Work	C							A1						A2														
ASS090-6 Systemic Leadership for Social Workers	O						A1					A2																
ASS070-6 Strategic Leadership	O							A1					A2															
ASS086-6 Practice Educator Training Stage 2	O						A1									A2				A3								
ASS087-6 (Applying Knowledge to Work Based Learning		A1									A2		A3															
ASS032-6 (Applied Research Skills in Social Work)	C						A1						A2															
ASS091-6 (Dissertation for Social Workers: Leadership and Management)	C				A1																							A2

Section 3 - Academic Information
This section will be used as part of the approval and review process and **peer academics** are the target audience.

Course Learning Outcomes

Upon successful completion of the course you should be able to demonstrate all the following Learning outcomes:

For the Post graduate certificate you should be able to demonstrate the following learning outcomes.

- Critical reflection on own management practice and the professional practice of others, including identifying knowledge gaps, and making sure these are addressed in self and others to ensure that the requirements of the professional regulator are attained and a learning culture, focused on excellence, is fostered and supported.

- Application of advanced critical thinking to risk assessment and decision making in complex situations, and ability to manage authoritatively in a reflective objective and ethical manner and communicate these reflections in a variety of settings whilst ensuring the rights of diverse individuals are maintained.

- Critical awareness of current knowledge in your own specialist area informed by research at the cutting edge and application of the law in complex and unpredictable situations to inform judgements and empowering professional social work decision making.

- Autonomous implementation and evaluation of the performance of staff, and provision of high quality professional and reflective supervision, ensuring staff are developed to meet the PCF standards and achieve their potential whilst addressing performance management issues where necessary, with a focus on ensuring quality outcomes for service users.

In addition on successful completion of the Post Graduate Diploma you will be able to demonstrate:

- Employment of critical awareness of current organisational and contextual issues in social work, developing a collaborative culture to support professional leadership and organisational change and development, including the identification of gaps in service.

- A critical response to existing theoretical discourses, methodologies and practices, within your own leadership and management practice, and in the staff you manage, to develop expert intervention skills where there are competing or contradictory demands

In addition on completion of the Masters you will have demonstrated an ability to:

- Communicate complex and contentious information relevant to social work organisational practice including the ability to write strategic analytical reports and to have a high level of IT literacy to ensure effective communication both verbally and in writing to a wide range of audiences.

- Advanced scholarship in the application of knowledge, combined with a practical understanding of how relevant research can contribute to professional practice and promote a professional curiosity within the organisation, analysing complex and contradictory information to inform organisational and professional decision making.

Course-specific regulations

None

Teaching, Learning and Assessment

The Social Work team at the University of Bedfordshire is made up of experienced and qualified practitioners who are nationally and internationally acclaimed academics in the field. This combination of teaching, professional and research expertise enables the course team to adapt with agility to respond to any changes in practice now and in the future and ensure that the curriculum is based on current knowledge and relevant to the realities of practice. Members of the Department and the Institute of Applied Social Research (IASR) http://www.beds.ac.uk/research/iasr contribute to the development of social work knowledge and the evidence base of social work practice which informs the curricula of all social work courses. This course's

teaching learning and assessment strategy therefore is based on a pedagogical approach which is designed to bridge the gap between academic and practice communities. More specifically, assessments are designed to enable students to identify gaps in their own learning, knowledge and skills as well as deficits in service provision and analyse how these can be addressed with targeted, measurable action plans.

The teaching strategy involves "realistic learning" focussed on enabling students to consider what works in leadership and management practice. Visiting speakers in strategic leadership roles in social work are invited to contribute to the curriculum to ensure that this realistic approach is maintained whilst a strong focus on knowledge, skills for intervention and critical reflection and analysis is also emphasised. As the course is benchmarked against the Professional Capabilities Framework (BASW 2015) and the requirements of the Chief Social Worker's Knowledge and Skills Statements (KSS) students can directly see the relevance to their practice.

In the initial stages of the course, particularly in the two main core units, students are directed in their learning and given core teaching on theory and knowledge in social work leadership and management. Assessments at this stage are designed to encourage core employability skills as outlined above and to use creative approaches, such as an e-folio, to stretch their thinking and collaborative approach. As students progress they have choices of optional units and are encouraged to develop a greater degree of self directed learning. . This is then further developed by the Applied Research unit in which, once students have a good grasp of research methods for the social sciences they are encouraged to develop their more specialist research interests into a research proposal which they will take forward to the final stage where they will undertake a dissertation. This final stage involves students undertaking an applied research dissertation which will concentrate on tackling a work based issue or area of concern, researching this in detail either through primary or secondary research and writing a dissertation with recommendations for improvements in service delivery.

Additional Academic Information

Peer-assisted learning (PAL)

Not applicable

Initial Assessment

There is an initial assessment early in the first unit. The purpose of this is:

- to build confidence about undertaking assessment tasks
- to provide developmental feedback at an early stage, ensuring students who have not studied for some time or who have not studied at M level before can have early feedback on their work
- to enable the identification of any specialist or additional support that may be required
- to support monitoring processes designed to support students at risk of underperformance.

This will take place in both of the core units as students may select either of these to begin their studies at the University.

Improving students' learning

It is recognised that students entering this course may not have studied for some time or may not have studied at M level before. In induction students will have lectures on how to study effectively at this level and the difference between writing at level 6 and level 7.This will include how to use the library and how to move from writing descriptively to analysing and synthesising information in the creation of new ideas. Input is also given in critical reflective writing and the importance of application of ideas to practice. In the first two core units students have to undertake various analyses of their own learning and development styles - and assessments require that they identify and critically reflect on areas of learning on which they could improve. This is supported in both units through workshops designed to support the assessment process. Furthermore, in the unit Leading and Managing in Social Work, students have to produce a comprehensive personal development plan portfolio which focuses on how their own learning can be developed.

Academic Integrity

All students will be introduced to the importance of ensuring sound academic practice in induction and this will be reinforced in workshops arranged to support the assignments. Extensive developmental feedback identifying areas for academic improvement is given at all stages of the course but is particularly stressed in the core units of study. Students are also told about the links between academic conduct and professional conduct and our responsibilities for ensuring sound professional practice as registered HCPC social workers.

In the Applied Research Unit students are given substantial input into conducting research ethically, writing accurately and with integrity and ensuring the avoidance of bias. All students' research proposals have to go through the IASR (Institute of Applied Social Research) ethics committee and feedback is given on academic practice in this regard.

HEAR implementation

Not applicable

Internationalisation

Social work leaders and managers work within a diverse and international environment and need to be aware of the global implications of policy on their practice and on the service users to whom they are accountable. The impact of migration on policy planning and delivery of service and how leaders and manager can address these issues is considered in all the core units. Furthermore all units draw on the literature from other countries with compatible welfare systems. The unit Supervising for Quality and Performance explicitly covers the importance of being culturally aware in social work supervision and being able to reflect upon the importance of developing and modelling best practice in the use of power and authority as a leader. Social work managers are encouraged to consider how to best create and sustain an environment where people feel supported to challenge issues of discrimination and oppression.

Sustainability

Social Care and Social Work Leaders and Mangers have a large part to play in developing sustainable development in welfare provision. The work of the Social Care Institute for Excellence who have been commissioned by the Department of Health to develop sustainability in Social Care will be considered in this course. More specifically understanding the requirement to balance positive social, economic and environmental outcomes for both future as well as present generations will be considered. Students will consider how as strategic leaders they can ensure that sustainable policies are implemented in Social Work when planning services.

Section 4 - Administrative Information	
This section will be used as part of the approval and review process and peer academics are the target audience.	
Faculty	**Health and Social Sciences**
Portfolio	**Social and Professional Studies**
Department/School/Division	**Applied Social Studies**
Course Coordinator	**Susan Gill**
Version Number	2/18
Approved by (cf Quality Handbook ch.2)	**FTQSC**
Date of approval (dd/mm/yyyy)	**01/08/18**
Implementation start-date of this version (plus any identified end-date)	**September 2018**

Form completed by:

Name: Susan Gill   Date: 01/08/18

Authorisation on behalf of the Faculty Teaching Quality and Standards Committee (FTQSC)

P. C. Croft

Chair: **Date: 30/07/18**

Course Updates		
Date (dd/mm/yyyy)	**Nature of Update**	**FTQSC Minute Ref:**
16/06/2016	Updated referencing of PCF and KSS. Minor amendment to wording to allow level of flexibility regarding timescale to complete Masters. Clarification of entrance requirements allowing for discretion by Course Co-ordinator. General update of information in line with amendments made to UiFs at previous FTQSCs.	
01/08/18	Diet. Dissertation unit from all three PQ pathways and Step Up programme merged into single unit	18-2