Programme Specification

Programme Specification and Curriculum Map for MA/PG Diploma/PG Certificate Leadership and Management (Social Work)

1. Programme title	MA Leadership and Management (Social Work)
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Programme accredited by	
5. Final qualification	MA/PG Diploma/PG Certificate Leadership and Management (Social Work)
6. Academic year	2018
7. Language of study	English
8. Mode of study	Part-time

9. Criteria for admission to the programme

Participants will typically be qualified and practising social workers with leadership and management roles and responsibilities. Managers will be drawn from across the North London Social Work Teaching Partnership borough's and member organisations.

It is anticipated that the majority of applicants will have a first degree and/or significant work experience demonstrating an ability to study at Masters level. For those whose first language is not English, applicants will need to demonstrate English Language proficiency in addition to the other entry requirements. A minimum score of 6.5 in IELTS or a TOEFL score of 575 for the written test or 230 for the computer test, or a recognised equivalent qualification must be obtained.

Nominations for the Programme will be made in line with Programme Specification, Section 9 *Criteria for Admission to the Programme* (p30) following the Partnership's Nominations Process. These nominees will complete a Middlesex University Application Form, which will be reviewed by the Programme Leaders who will accept or discuss further with University Admission and Business School Senior Team where necessary.

10. Aims of the programme

The programme aims to develop specific expertise, strategic thinking and leadership capability; to enable participants to contribute to leadership and management in the social work context. This includes identifying strategic issues for the practice and management of social work, to develop critical thinking and to drive networking and exposure of participants across/within and beyond their individual organisation. The programme also aims to develop individuals to manage successfully and ethically across their organisation(s) in an increasingly diverse and dynamic operating environment.

These aims are achieved through:

- Ensuring that participants gain a thorough and integrated understanding of the various disciplines that contribute to the study of management as this applies to the leadership and management of social work;
- Facilitating the application of such disciplines to ensure practices both effective and ethical;
- Enhancing personal and professional skills for management and leadership in the context of social work.

Specific objectives for the MA - participants will be able to:

- build upon previous relevant experience in leadership and management
- apply previous and newly acquired knowledge and experience to complex organisational issues in the social work context
- develop strategic thinking
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate and apply this to the field of leading social work practice
- demonstrate a broad perspective on organisational management and its wider impact on society
- operate and manage in a multicultural environment
- develop interpersonal and group-working skills
- undertake lifelong learning and personal development
- undertake leadership and transformational roles in their organisation and the professional sphere

Specific objectives of the PG Diploma – participants will be able to:

- build upon previous relevant experience in organisations and management
- apply previous and newly acquired knowledge and experience to complex issues in social work
- develop strategic thinking skills
- develop knowledge, at an advanced level, of organisations, their management and the environment in which they operate and apply this to the social work context
- demonstrate a broad perspective on organisational management and its wider impact on society
- develop interpersonal and group-working skills
- undertake lifelong learning and personal development

Specific objectives for the PG Certificate – participants will be able to:

- build upon previous relevant experience in organisations and management
- apply previous and newly acquired knowledge and experience to complex issues in social work
- undertake lifelong learning and personal development

11. Programme outcomes for the MA

A. Knowledge and understanding

On completion of this programme the successful participant will have knowledge and understanding of:

1. The role of leadership in the strategic management of people and resources in social work.
2. The core business of delivering social work/family services and its relationship to the strategic management of services.
3. The strategic role of finance within organisations and how to manage resources.
4. The theory, practice and emerging trends of management concepts, ideas, models and frameworks.
5. The theory and practice of business and the organisation and management of change.
6. The role of continuing personal and professional development in leadership and management in the social work context.

Teaching/learning methods

Participants gain knowledge and understanding through

1. Theory and practical workshop sessions, action learning and critical discussions are used to instil these learning outcomes 1-6.
2. Directed reading from books, professional journals, and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
3. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment methods

Participants knowledge and understanding is assessed by

1. Individual and group reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Work based case study-study assessments will be used to assess participants' achievement of outcomes 1, 2, 4 and 6
3. Individual and group presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.
4. The final Applied Project to assess the programmes aims and objectives holistically

B. Cognitive (thinking) skills

On completion of this programme the successful participant will be able to:

1. Critically evaluate management concepts, theories models and frameworks.
2. Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments.
3. Evaluate options using appropriate decision-making criteria including the use of financial tools.
4. Critically analyse and evaluate the dynamics and effectiveness of personal, team and staff performance and development..
5. Think reflectively.
6. Analyse and develop diverse investigative methodologies to address organisational leadership and management issues.

Teaching/learning methods

Participants learn cognitive skills through

1. Learning sessions that are used to instil in participants the foundations of outcomes 1, 2, 3, 4, 5 and 6
2. Reflective activities in class and using online materials to achieve outcome 5
3. Open and directed workshops and discussions will be used to achieve outcomes 1, 3, 4, and 6
4. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6
5. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6

Assessment methods

Participants cognitive skills are assessed by

1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6
2. Work based reports to assess the achievement of outcomes 1, 2, 3, and 4.
3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4.
4. Review of Learning assignment plus learning insights logs and elements in reports to assess the achievement of outcome 5

	5. The Applied Project to assess the achievement of the programmes aims and objectives holistically
C. Practical skills On completion of the programme the successful participant will be able to: 1. Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place. 2. Develop organisational performance. 3. Undertake research to address strategic and tactical management issues within organisations. 4. Demonstrate leadership and associated interpersonal skills to address organisational problems. 5. Conduct organisational analysis to identify key strategic problems and develop solutions. 6. Undertake critical analyses to develop, plan and recommend implementation of strategic decisions. 7. Group work skills and the ability to work effectively in a team.	**Teaching/learning methods** Participants learn practical skills through 1. Case studies/reports to achieve outcomes 1, 2, 3, 4 and 5 2. Activities to achieve outcomes 1, 3, and 5 3. Open and directed workshops and discussions to achieve outcomes 1, 2, 3 and 5 4. Directed reading including use of e-learning materials to achieve outcomes 1, 2, 4 and 5 5. Presentations to achieve outcomes 1, 2, 3, 4 and 5 6. Group interaction sessions to achieve outcomes 1, 3, 4 and 5 **Assessment methods** Participants practical skills are assessed by 1. Reports to assess the achievement of outcomes 1, 2, 3, 4, 5, 6 & 7 2. Individual reports and group presentations to assess the achievement of outcomes 1, 2, 3, and 4. 3. Work based case study-based reports to assess the achievement of outcomes 1, 4 and 5 4. The Applied Project to assess the achievement of the programmes aims and objectives holistically

11.1 Programme outcomes for the PG Diploma

A. Knowledge and understanding On completion of this programme the successful participant will have knowledge and understanding of: 1. The role of leadership in the strategic management of people and resources in social work. 2. The core business of delivering social work/family services and its relationship to the strategic management of services. 3. The strategic role of finance within organisations and how to manage resources. 4. The theory, practice and emerging trends of management concepts, ideas, models and frameworks. 5. The theory and practice of the business and organisation management and change. 6. The role of continuing personal and professional development in leadership	**Teaching/learning methods** Participants gain knowledge and understanding through 1. Theory and practical workshop sessions, action learning and critical discussions are used to instil these learning outcomes 1-6. 2. Directed reading from books, professional journals, and e-learning materials to achieve outcomes 1, 2, 3, 4, 5 and 6 3. Group interaction sessions to achieve outcomes 1, 2, 3, 4, 5 and 6 **Assessment methods** Participants knowledge and understanding is assessed by 1. Individual and group reports to assess the achievement of outcomes 1, 2, 3, 4, 5 and 6 2. Work based case study-study assessments will be used to assess participants' achievement of outcomes 1, 2, 4 and 6

and management in the social work context.	3. Individual and group presentations to assess achievement of outcomes 1, 2, 3, 4, 5, and 6.
B. Cognitive (thinking) skills On completion of this programme the successful participant will be able to: 1. Critically evaluate management concepts, theories models and frameworks. 2. Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments. 3. Evaluate options using appropriate decision-making criteria including the use of financial tools. 4. Analyse the dynamics and effectiveness of personal, team and staff performance and development. 5. Think reflectively.	**Teaching/learning methods** Participants learn cognitive skills through 1. Learning sessions that are used to instil in participants the foundations of outcomes 1, 2, 3, 4 and 5 2. Case studies to achieve outcomes 1, 2, 3 and 4 3. Reflective activities in class and using online materials to achieve outcome 5 4. Open and directed workshops and discussions will be used to achieve outcomes 1, 3 and 4 5. Directed reading and e-learning materials to achieve outcomes 1, 2, 3, 4, and 5 6. Group interaction sessions to achieve outcomes 1, 2, 3, 4 and 5 **Assessment methods** Participants cognitive skills are assessed by 1. Reports to assess the achievement of outcomes 1, 2, 3, 4 and 5 2. Work based reports to assess the achievement of outcomes 1, 2, 3, and 4. 3. Presentations to assess the achievement of outcomes 1, 2, 3, and 4. 4. Review of Learning assignment plus learning insights logs and elements in reports to assess the achievement of outcome 5
C. Practical skills On completion of the programme the successful participant will be able to: 1. Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place. 2. Develop organisational performance. 4. Demonstrate leadership and associated interpersonal skills to address organisational problems. 5. Conduct organisational analysis to identify key strategic problems and develop solutions. 7. Group work skills and the ability to work effectively in a team.	**Teaching/learning methods** Participants learn practical skills through 1. Case studies/reports to achieve outcomes 1, 2, 4 and 5 2. Activities to achieve outcomes 1 and 5 3. Open and directed workshops and discussions to achieve outcomes 1, 2 and 5 4. Directed reading including use of e-learning materials to achieve outcomes 1, 2, 4 and 5 5. Presentations to achieve outcomes 1, 2, 4 and 5 6. Group interaction sessions to achieve outcomes 1, 4 and 5 **Assessment methods** Participants practical skills are assessed by 1. Reports to assess the achievement of outcomes 1, 2, 4, 5 & 7 2. Individual reports and group presentations to assess the achievement of outcomes 1, 2 and 4. 3. Seen and unseen case study-based reports to assess the achievement of outcomes 1, 4 and 5

11.2 Programme outcomes for the PG Certificate

A. Knowledge and understanding	**Teaching/learning methods**
On completion of this programme the successful participant will have knowledge and understanding of:	Participants gain knowledge and understanding through
	1. Theory and practical workshop sessions, action learning and critical discussions are used to instil these learning outcomes.
1. The role of leadership in the strategic management of people and resources in social work.	2. Directed reading from books, professional journals, and e-learning materials to achieve outcomes 1, 2, 4, and 6
2. The core business of delivering social work/family services and its relationship to the strategic management of services.	3. Group interaction sessions to achieve outcomes 1, 2, 4, and 6
4. The theory, practice and emerging trends of management concepts, ideas, models and frameworks.	**Assessment methods**
6. The role of continuing personal and professional development in leadership and management in the social work context.	Participants knowledge and understanding is assessed by
	1. Individual and group reports to assess the achievement of outcomes 1, 2, 4, and 6
	2. Work based case study-study assessments will be used to assess participants' achievement of outcomes 1, 2, 4 and 6
	3. Individual and group presentations to assess achievement of outcomes 1, 2, 4, and 6
B. Cognitive (thinking) skills	**Teaching/learning methods**
On completion of this programme the successful participant will be able to:	Participants learn cognitive skills through
	1. Learning sessions that are used to instil in participants the foundations of outcomes 1, 2, 4 and 5
1. Critically evaluate management concepts, theories models and frameworks.	2. Case studies to achieve outcomes 1, 2 and 4
2. Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments.	3. Reflective activities in class and using online materials to achieve outcome 5
4. Critically analyse and evaluate the dynamics and effectiveness of personal, team and staff performance and development	4. Open and directed workshops and discussions will be used to achieve outcomes 1 and 4
5. Think reflectively.	5. Directed reading and e-learning materials to achieve outcomes 1, 2, 4, and 5
	6. Group interaction sessions to achieve outcomes 1, 2, 4 and 5
	Assessment methods
	Participants cognitive skills are assessed by
	1. Reports to assess the achievement of outcomes 1, 2, 4 and 5
	2. Work based reports to assess the achievement of outcomes 1, 2 and 4.
	3. Presentations to assess the achievement of outcomes 1, 2 and 4.
	Review of Learning assignment plus learning insights logs and elements in reports to assess the achievement of outcome 5
C. Practical skills	**Teaching/learning methods**
On completion of the programme the successful participant will be able to:	Participants learn practical skills through
	1. Case studies/reports to achieve outcomes 1 and 2

1. Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place. 2. Develop organisational performance. 7. Group work skills and the ability to work effectively in a team.	2. Activities to achieve outcome 1 3. Open and directed workshops and discussions to achieve outcomes 1 and 2 4. Directed reading including use of e-learning materials to achieve outcomes 1 and 2 5. Presentations to achieve outcomes 1 and 2 6. Group interaction sessions to achieve outcome 1 **Assessment methods** Participants practical skills are assessed by 1. Reports to assess the achievement of outcomes 1, 2 & 7 2. Individual reports and group presentations to assess the achievement of outcomes 1 and 2. 3. Seen and unseen case study-based reports to assess the achievement of outcome 1

12. Programme structure (levels, modules, credits and progression requirements)

12. 1 Overall structure of the programme

The programme is structured around a series of face-to-face workshops, action learning groups, online learning and assignments across a two-year period. The design and content of the workshops is directly related to the modules to provide the key knowledge, understanding and skills identified as crucial to the effective achievement of the leadership and management un social work programme.

12.2 Levels, Modules and Progression

Level	Module Code	Module Title	Credits	Progression
7	MBS 4501	Review of Learning	20	
7	TBC	Leadership and Management in Social Work	20	60 Credits
7	TBC	Optimising Performance and Quality Practice in Social Work	20	
PG Certificate in Leadership and Management (Social Work)				
7	MBS 4503	Managing Individual and Organisational Change	20	
7	TBC	Organisational Systems and Systemic Leadership	20	120 Credits
7	TBC	Financial and Resource Management	20	
PG Diploma in Leadership and Management (Social Work)				
7	MBS 4505	Applied Project	60	180 Credits
MA In Leadership and Management (Social Work)				

14. Information about assessment regulations

University and School Assessment Regulations apply to this Programme.

Exit Awards
Participants on the MA Management in Leadership and Management (Social Work) who step off or fail to complete the requirements of the MA programme will be awarded a Postgraduate Diploma or a Postgraduate Certificate as an exit award, depending on the number of credit points accumulated.

Classification of MA
The MA classification follows University regulations for participants who take the 60 credit Project module. The MA will be classified as Distinction, Merit or Pass according to the following convention:

Distinction:

1. Grade 1-4 in the Project **plus**
2. Grade 1-4 in 50 % or more of the remaining modules
3. If 1 and 2 not achieved, then Merit.

Merit:
1. Grade 1-8 in the Project **plus**
2. Grade 1-8 in 50 % or more of the remaining credits
3. If 1 and 2 not achieved, then Pass.

Pass:
Grades 1-16 any other combination.

12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
Note:	All modules are non-compensatable

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13. Curriculum map
See Curriculum Map attached

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15. Placement opportunities, requirements and support

Not applicable as all participants are in employment

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16. Future careers (if applicable)

Whilst career opportunities will be enhanced by successfully completing the programme there can be no guarantees of promotion.

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17. Particular support for learning (if applicable)

Face-to-face workshops to kick-start each module

Action Learning Support Groups

Comprehensive online resources and materials

Facilitated discussions on the virtual learning environment with leadership and management specialists and social work specialists.

18. JACS code (or other relevant coding system)	TBA
19. Relevant QAA subject benchmark group(s)	Business and Management QAA Masters subject benchmark

20. Reference points

The following reference points were used:

Approved Child and Family Practitioner (ACFP)
Knowledge and Skill Statements (KSS, in adults and children's services)
DfE supervisor requirements and proposals

- QAA guidelines for programme specifications
- QAA Business and Management benchmarks
- Academic Quality Service (AQS) Guidelines
- University Regulations including Equal Opportunity & Disability Guidelines

21. Other information

Indicators of quality:
- Participant achievement
- Buoyant enrolment
- Participant feedback evaluation forms
- External examiners reports
- Programme Evaluation Strategy

Methods for evaluating and improving the quality and standards of learning are:
- External Examiner reports
- Annual Monitoring reports
- Programme Voice Group
- Participant focus groups
- Module evaluation and report
- Peer teaching observations
- Participation evaluation
- Validation and review panels

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.

Appendix 2: Curriculum map for MA/PGDip/PGCert Leadership and Management in Social Work

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

MA Programme Learning Outcomes

Knowledge and understanding		Cognitive		Practical	
A1	The role of leadership in the strategic management of people and resources in social work organisations.	B1	Critically evaluate management concepts, theories models and frameworks.	C1	Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place.
A2	The core business of delivering social work/family services and its relationship to the strategic management of services.	B2	Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments.	C2	Develop organisational performance.
A3	The strategic role of finance within organisations and how to manage resources.	B3	Evaluate options using appropriate decision-making criteria including the use of financial tools.	C3	Undertake research to address strategic and tactical management issues within organisations.
A4	The theory, practice and emerging trends of management concepts, ideas, models and frameworks.	B4	Critically analyse and evaluate the dynamics and effectiveness of personal, team and staff performance and development.	C4	Demonstrate leadership and associated interpersonal skills to address organisational problems.
A5	The theory and practice of business and the organisation and management of change	B5	Think reflectively.	C5	Conduct organisational analysis to identify key strategic problems and develop solutions.
A6	The role of continuing personal and professional development in leadership and management in the social work context.	B6	Analyse and develop diverse investigative methodologies to address organisational leadership and management issues.	C6	Undertake critical analyses to develop, plan and recommend implementation of strategic decisions.
				C7	Group work skills and the ability to work effectively in a team.

PG Diploma Programme Learning Outcomes

Knowledge and understanding		Cognitive		Practical	
A1	The role of leadership in the strategic management of people and resources in social work organisations.	B1	Critically evaluate management concepts, theories models and frameworks.	C1	Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place.
A2	The core business of delivering social work/family services and its relationship to the strategic management of services.	B2	Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments.	C2	Develop organisational performance.
A3	The strategic role of finance within organisations and how to manage resources.	B3	Evaluate options using appropriate decision-making criteria including the use of financial tools.		
A4	The theory, practice and emerging trends of management concepts, ideas, models and frameworks.	B4	Critically analyse and evaluate the dynamics and effectiveness of personal, team and staff performance and development.	C4	Demonstrate leadership and associated interpersonal skills to address organisational problems.
A5	The theory and practice of business and the organisation and management of change	B5	Think reflectively.	C5	Conduct organisational analysis to identify key strategic problems and develop solutions.
A6	The role of continuing personal and professional development in leadership and management in the social work context.				
				C7	Group work skills and the ability to work effectively in a team.

PG Certificate Programme Learning Outcomes

Knowledge and understanding		Cognitive		Practical	
A1	The role of leadership in the strategic management of people and resources in social work organisations.	B1	Critically evaluate management concepts, theories models and frameworks.	C1	Operate effectively with an understanding of the complexity, cultures and environments in which leadership and management of social work take place.
A2	The core business of delivering social work/family services and its relationship to the strategic management of services.	B2	Apply and critically evaluate the impact of management models, concepts and theories in complex organisational environments.	C2	Develop organisational performance.
A4	The theory, practice and emerging trends of management concepts, ideas, models and frameworks.	B4	Critically analyse and evaluate the dynamics and effectiveness of personal, team and staff performance and development.		
		B5	Think reflectively.		
A6	The role of continuing personal and professional development in leadership and management in the social work context.				
				C7	Group work skills and the ability to work effectively in a team.

Programme outcomes																		
	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Highest level achieved by all graduates																		
	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

Module Title	Module Code	MA Programme outcomes achieved via																		
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Review of Learning	MBS4501	X					X					X								X
Leadership and Management in Social Work	TBC	X			X		X	X	X			X		X	X					X
Optimising Performance in Social Work	TBC	X	X				X				X	X			X					X

Module Title	Module Code	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Individual and Organisational Change	MBS4503	X				X	X	X	X			X		X	X		X	X		X
Organisational Systems and Systemic Leadership	TBC	X	X		X	X	X	X	X	X	X	X		X	X		X	X		X
Financial and Resource Planning	TBC	X		X			X			X		X						X		X
Applied Project	MBS4505	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X

Module Title	Module Code	PgD Programme outcomes achieved via																		
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Review of Learning	MBS4501	X					X					X								X
Leadership and Management in Social Work	TBC	X			X		X	X	X			X		X	X					X
Optimising Performance in Social Work	TBC	X	X				X				X	X			X					X
Individual and Organisational Change	MBS4503	X				X	X	X	X			X		X	X		X	X		X
Organisational Systems and Systemic Leadership	TBC	X	X		X	X	X	X	X	X	X	X		X	X		X	X		X
Financial and Resource Planning	TBC	X		X			X			X		X						X		X

Module Title	Module Code	PgC Programme outcomes achieved via																		
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7
Review of Learning	MBS4501	X					X					X								X
Leadership and Management in Social Work	TBC	X			X		X	X	X			X		X	X					X
Optimising Performance in Social Work	TBC	X	X				X				X	X			X					X