



**Department for Leadership and Management
Development**

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Postgraduate Diploma in Strategic Leadership

“People in the 21st century expect services to be fast, high quality, responsive and fitted around their lives. All public services should put the person who uses them at their heart. This applies especially to health and social care because all care is personal”

Command Paper: Department of Health

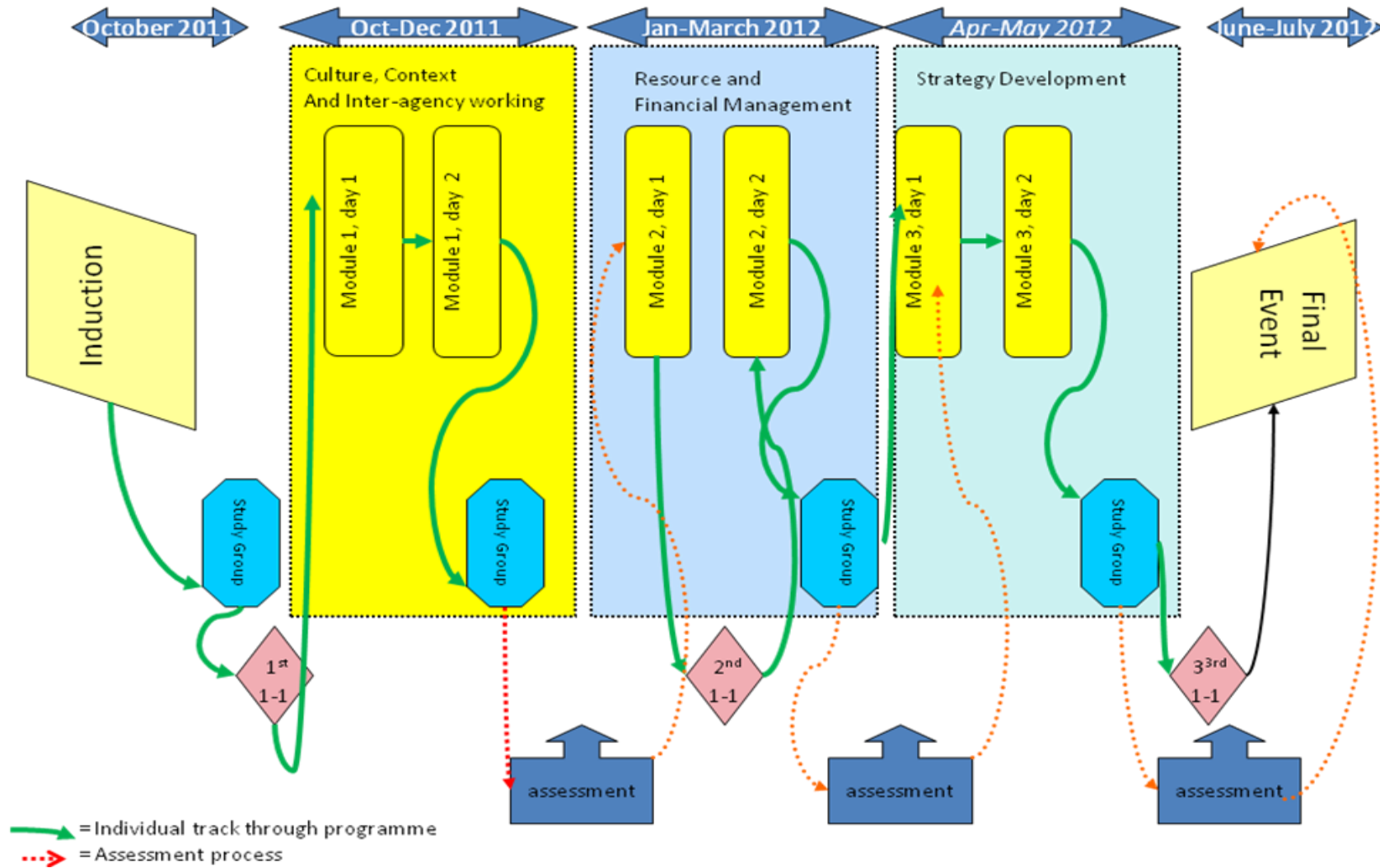
This is how we see things too - and we argue for the centrality of appropriate management and leadership to enable such an outcome. This programme is aimed at those who have successfully undertaken the Certificate in Strategic Leadership from this University or hold 60 credits in a similar post-graduate qualification. It aims to further develop a critical insight and understanding of contemporary issues within management and leadership in the context of Health and Social Care. It will be both academically rigorous - seeking always to bring a healthy critical eye to both policy and practice - and also develop practical knowledge and skills to support the management and leadership role. All participants will be encouraged to reflect upon, and share, their own experiences, thereby making an active contribution to the learning process. Opportunities are provided to relate the theory to practice.

The programme is also seen as a further step towards an eventual Masters in Management which will be available through the University and will require successful achievement of a module on Research Methods and a dissertation. With this in mind the assessment of the three modules making up the Diploma programme will move away from the shorter work related assessment pieces of the Certificate to fewer (3) but larger pieces of academic written work.

The programme is offered on a part-time basis, and is taught over a series of two-day modules supported by individual and group meetings.

We look forward to welcoming our second cohort in October this year.

Programme overview



Module Title – Culture, Context and Inter-agency Working

Aim

To explore theories and techniques to help managers understand the differing cultures and contexts which exist in health and social care organisations, and their implications for the leaders and managers of those organisations.

To enable participants to critically evaluate the effectiveness of multi-agency partnerships and the implications of partnership working within his/her own organisation.

Intended Learning Outcomes

By the end of the module, students should be able to:

1. analyse, critically compare and contrast political, social and economic culture and contexts for health and social care ;
2. analyse critically the interface between systems from different perspectives;
3. demonstrate a critical understanding of the theory and practice of why and how effective partnerships are formed;
4. evaluate critically the effectiveness of partnerships;
5. make recommendations for improving services as a result of the investigation.

Indicative Module Content

The course begins with a critical consideration of culture; how it is formed and changes, and how it can be measured. A comprehensive examination of culture within health and social care organisations follows, and links with ideas about culture and organisation design. Students will subsequently critically examine aspects of collaborative and inter-agency work, identifying behaviours and conditions that encourage good partnership working. In addition to the detailed study of a number of case studies and own practice, students will critically evaluate the theory and practice of effectiveness of collaboration.

Module Title – Resource and Financial Management

Aim

The aim of the module is for students to gain a comprehensive knowledge and understanding of how resources are funded and effectively controlled within the health and social care environment. The focus is on equipping managers to be able to take effective financial responsibility for delegated budgets, and to be able to interpret and input into the resource implications and financial consequences of business plans and business cases including capital schemes.

Intended Learning Outcomes

By the end of the module, students should be able to:

1. demonstrate a comprehensive critical understanding of how resources are allocated within the health and social care environment;
2. demonstrate a systematic understanding and appreciation of the financial aspects of different NHS and social care organisations, e.g. Trusts, Strategic Health Authorities, Social Services and PCTs;
3. demonstrate a comprehensive understanding of the processes by which resources are effectively managed;
4. critically analyse budget and financial reports used within the health and social care sector;
5. demonstrate a comprehensive understanding and ability to implement the theory and practice of the process of business planning and a critical awareness of the various models employed for their appraisal.

Indicative Module Content

Students will examine the financial and political context that health and social care agencies exist in, gathering a comprehensive understanding of the complex system of financial flows and allocations from central government to individual services. The principles and practical application of budgeting and budgetary control will be covered, and the concepts of cost classification and behaviour will be examined in detail. The focus of study will continue to narrow with a critical analysis and evaluation of financial reporting and the process of business planning, and the appraisal of business cases. Finally links will be made from the individual service or organisation back to current and future issues and government agendas that are likely to impact on funding and resourcing.

Course Title – Strategy

Aim

The aim of this Course is to develop skills, knowledge and understanding of how strategy is developed and implemented.

Intended Learning Outcomes

By the end of this course, students should be able to:

1. demonstrate a systematic understanding of the wider implications of public sector policy and its relationship with health and social care;
2. demonstrate a critical understanding of the frameworks, concepts and techniques available to view organisational strategy and policy;
3. critically analyse the major external influences on strategic and policy development within their organisations;
4. critically analyse the internal influences on strategic and policy development within their organisations and contribute to the formulation and implementation of policy and strategy within their organisations.

Indicative Module Content

Students will study the current and changing policy on 'health' and the changing demand for health care within the UK. Having examined the current context students will explore the tools available to analyse, formulate, evaluate and implement strategy. Students will analyse the role of stakeholders in the development and implementation of strategy; the public sector reform process and the cultural and political influences within organisations.

Fees

£4000.00

(No increase from previous year)

For further information please contact:

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