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| **UNIT SPECIFICATION** | | | | |
| **Unit title** **STRATEGIC LEADERSHIP** | | | | |
| **Level** | Level 7 | Credit value | 20 (10 ECTS) | |
| **Is this a common unit?** | | No | **Expected contact hours for unit** | 18 |
| **Pre and co-requisites**  None | | | | |
| Aims 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. The unit aims to provide an opportunity for them to develop:   * Understanding of the way in which health and social care is organised, lead and managed * A capacity to think about strategy and how it might be formulated and implemented * The ability to evaluate national and local strategy * A capacity to be strategic within their organisation and in collaboration/integration with others * Personal and organisational strategic leadership and management | | | | |
| **Intended learning outcomes (ILOs)**  Having completed this unit the student is expected to:   1. Critically review strategy formulation and implementation in, and beyond, their organisation 2. Critically evaluate national and local arrangements for Health and Social Care operation 3. Develop their capacity to think strategically and act thoughtfully 4. Develop skills and knowledge which will allow them to be effective in leading or contributing to organisational strategy 5. Develop their ability to lead effectively in collaborative contexts | | | | |
| **Learning and teaching methods**  The taught component uses a variety of methods building on students’ professional experience, skills and knowledge. Learning and teaching methods include lectures, discussion groups, reflection on practice and guided independent study. 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. | | | | |
| **Assessment** | | | | |
| **Formative assessment/feedback**  Oral formative feedback on students’ thinking so far /plans for the assignment will be provided in small group tutorials and written feedback on a submission of 500 words on request Students with individual/ additional needs will be encouraged to contact the unit lead via e-mail to arrange a 1 to1 meeting. | | | | |

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| **Summative assessment**  ILOs 1-5 will be assessed by 100% coursework | | | | **Indicative assessment**  Coursework equivalent to 3,000 words.  Students will be expected to critically evaluate personal or current organisational practice in developing and implementing strategy leading | | |
| **Indicative unit content**   * 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 | | | | | | |
| **Indicative learning resources**  Allan, B. (2019) The no-nonsense guide to leadership, management and team working.  London: Facet Publishing.  Brookes, S. and Grint, K (2010) The new public leadership challenge. New York: Palgrave  Macmillan  Brown, B. (2015) Daring greatly: how the courage to be vulnerable transforms the way we  live, love, parent and lead. UK: Penguin Life  Heffernan. M. (2011) Willful blindness: why we ignore the obvious at our peril. New York,  New York: Bloomsbury.  Kleiner, A., Schwartz, J. and Thomson, J. (2019b) The wise advocate: the inner voice of  strategic leadership. New York: Columbia University Press.  Meehan, W.F. and Jonker, K.S. (2018) Engine of impact: essentials of strategic leadership in  the nonprofit sector. Stanford, California: Stanford Business Books, an imprint of Stanford  University Press.  Mintzberg H.. Ahlstrand B.. Lampel, J., 2008. *Strategy Safari.* (2nd ed.) Hemel Hempstead: Prentice Hall. | | | | | | |
| **Unit number** |  | **Version number** | 1.2 | | **Date effective from** | Jan 2023 |