# SW7031
# LEADING and MANAGING in SOCIAL WORK & SOCIAL CARE ORGANISATIONS

**Students who take this module with SW7031 can gain a Post Graduate Certificate and can progress to obtain a Master's degree.**
**(30 Level 7 credits)**

## LEADING AND MANAGING IN SOCIAL WORK & SOCIAL CARE ORGANISATIONS

This module concentrates on the knowledge and capabilities required to successfully be a leader and manager within the context of social work organisations. It is targeted at current and prospective team and service managers and equivalent post-holders. Students will identify relevant and appropriate professional examples for discussion and draw on research and theory to reflect on, analyse and improve their practice and performance.

**MODULE AIMS**   To equip participants to:

- Analyse effectively the political and policy context for social care social work in order to produce informed leadership responses.
- Enhance their comprehension of organisational structures, dynamics and cultures, including the different legal types of social work organisations, using data and performance information and financial planning and management.
- Develop and enhance their leadership and management competencies and capabilities, including managing change, working across organisational boundaries and project planning and project management.
- Draw on a range of relevant research, evidence, frameworks and literature to inform their understanding and self-assessment

**MODULE LEARNING OUTCOMES** On successful completion of the module, students will be able to:

- Produce, present and defend a proposal for change and improvement within their organisational context, drawing on a well-researched critical analysis of the policy context and the current situation pertaining within their organisation in relation to need and resource management.
- Identify relevant and appropriate  research, theoretical and ethical perspectives to support proposals for change, showing ability to evaluate critically competing perspectives
- Evaluate and critically reflect on own leadership and management practice identifying strategies for their ongoing professional development

**CURRICULUM CONTENT**

Learning sessions will be focus on enabling the students to meet their learning outcomes, including the following topics

- The **context** of leading and managing in organisations including: the political context; public, private and third sector context for social work; current policy developments and issues in social work commissioning and delivery with children and with adults.

- **Comprehension** of key leading and managing theories and practices including: Understanding organisations including organisational structures, dynamics and cultures, and different legal types of social work organisations; understanding financial planning and management and understanding data and performance information.

- **Competent and capable performance in leading and managing in social work and social care organisations** including**:** Generating high quality organisational performance and outcomes; multi-agency and multi-professional leadership and management; managing change; project planning and project management and presentation skills and having a positive impact.

**HOW YOU WILL LEARN ON THIS MODULE**

This module will be provided on a workshop basis, supplemented with lectures, mapping exercises, case studies, skills practice, debates, and course material and discussion of students' professional practice.  Students will be invited to form action learning sets.  Support material will be available via our Canvas Virtual Learning Environment. Each session will end with a 45 minutes surgery where students can bring organisational leadership and management issues for reflection and consideration by the student group led by the course leader.

**WHERE and WHEN?**

The module will be delivered on the Kingston Hill Campus of Kingston University. There is free car parking available on site. For those using public transport, there is a

regular bus service to the campus.  Module learning sessions are once a month from January to July. This is designed to enable students to implement learning from the module in their professional practice and gain support as they implement change.

| Session/theme | Date | Room am/pm |
|---|---|---|
| 1. The policy context in social work and social care | 16.01.20 | |
| 2. Resources session | 06.02.20 | |
| 3. Organisational contexts and types | 06.02.20 | |
| 4. Project planning and developing hypotheses for final project/presentation | 05.03.20 | |
| 5. Managing change in organisations | 02.04.20 | |
| 6. Managing and interpreting financial information and tools; Performance information and management | 07.05.20 | |
| 7. Presentation | 18.06.20 | |
| *Individual Tutorials* | By arrangement | |

## HOW YOU WILL BE ASSESSED?

Expectations will be set out at the beginning of the module. The summative assessment for this module will be through
1.  a presentation  and defence  (50%) of a proposed project and project plan.
2.  a written justification of proposal and plan for a change and improvement project which might be led by the student in their employment (2,500 words) with an appended proposal for the student's own continuing professional development (50%)

**Formative/ Feed Forward**: Students will be given the opportunity to present an outline of their planned work during learning sessions and to receive  peer and lecturer feedback during the module to help prepare for the assessment.  Students will be also be offered the opportunity to attend up to 5 surgeries to review their plans for their project.

## SUGGESTED PRE-MODULE READING

Aldgate, J., Healy, L., Malcolm, B., Pine, B., Rose, W. And Seden, J. (eds) (2007) *Enhancing Social Work Management*, London, Jessica Kingsley.

Coulshed, V. and Mullender, A. with Jones, D. and Thompson, N. (2006) *Management in Social Work*, Third Edition, Basingstoke, Palgrave Macmillan.

Gallop, L. and Hafford-Letchfield, T. (2012) *How To Become A Better Manager in Social Work and Social Care: Essential Skills for Managing Care*, London, Jessica Kingsley.

Spolander, G. and Martin, L. (2012) *Successful Project Management in Social Work and Social Care: Managing Resources, Assessing Risks and Measuring Outcomes*, London, Jessica Kingsley.

Zwanenberg, Z. Van (ed.) (2010) *Leadership in Social Care*, London, Jessica Kingsley.

**And on current social work policy issues:**

Featherstone, B., White, S. and Morris, K. (2014) *Re-Imagining Child Protection*, Bristol, Policy Press.

Needham, C. and Glasby, J. (2014) *Debates in Personalisation*, Bristol, Policy Press.

## Costs
**The cost of the module is £1,560 for this academic year 2019/20.**

**APPLYING FOR THE MODULE:**
You should apply on line at http://www.kingston.ac.uk/postgraduate-course/post-qualifying-social-work-modules/ . The closing date will be 2 weeks before the start of the module

**If you require further details about the module**, please contact

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