LEVEL 7
DIPLOMA IN HEALTH AND SOCIAL CARE MANAGEMENT (RQF)

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QUALIFICATION OBJECTIVES

The Level 7 Diploma in Health and Social Care Management is designed to enable learners to develop a sound understanding of policy, management theory and practice in health and social care. It provides learners with an opportunity to engage with the challenges facing professionals, services users and policy makers in own country. It will create knowledge in candidates so that they can work as an effective manager in hospitals/social care industry. It combines both theoretical and practical knowledge in the health and social care profession.

The qualification will develop and enhance knowledge and skills in the areas of leading change, effective performance, planning and accountability, development and team leadership. Candidate will be able to work in a variety of roles within health care administration and or management.

QUALITY, STANDARDS AND RECOGNITIONS

Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of Regulated Qualifications.

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit Qualifications Wales for more information.

This qualification offers progression arrangement with several UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and master's/top-up programmes.

REGULATORY INFORMATION

Qualification Title	Level 7 Diploma in Health and Social Care Management (RQF)
Duration	1 Year
Total Credit Value	120 Credits
Total Qualification Time	1200 Hrs
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

EQUIVALENCE

This Level 7 qualification according to the Regulated Qualifications Framework (RQF) which consists of 6 mandatory units worth total 120 credits and equivalent to Master's Degrees in the UK.

PROGRAMME STRUCTURE

The qualification consists of 8 units all of which are mandatory in order to gain 120 credits and achieve the full Diploma qualification.

Unit Ref	Unit title	Credit	TQT
T/507/9461	Managing Service Delivery in Health and Social Care	15	150
A/507/9462	Managing Finance in Health and Social Care	15	150
F/507/9463	International Health Policy	15	150
J/507/9464	Strategic Management for Health and Social Care	15	150
L/507/9465	Organisational Behaviour in Health and Social Care	15	150
R/507/9466	Human Resources Management in Health and Social Care	15	150
Y/507/9467	Strategic Marketing for Health and Social Care	10	100
D/507/9468	Research Methods for Health and Social Care Managers	20	200

ABOUT UNITS

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit.

The RQF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

ENTRY REQUIREMENTS

Learner must fulfil at least one of the following criteria to be allowed entry to the qualification:
- Possession of an honours degree in related subject or UK level 6 diploma or an equivalent overseas qualification
- Mature learners (over 21) with relevant work experience.
- If you are not from the United Kingdom or a majority English-speaking country, you must provide evidence that you are competent in English language.

PROGRESSION

Achieving the Level 7 Diploma in Health and Social Care Management (RQF) enables learners to progress into or within employment and/or continue their further study towards UK Masters top up qualifications. This qualification enables learners to top up their qualification with number of UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and masters/top-up programmes.

DELIVERING THE QUALIFICATIONS

This qualification is delivered 100% online by Greenwich School of Business and Finance using its online learning platform.

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed and internally quality assured by the GSBF and externally quality assured by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes and assessment criteria.

To achieve a 'pass' for a unit, a learner must have successfully passed all the assessment criteria for that unit.

Unit Specification

UNIT 01: MANAGING SERVICE DELIVERY IN HEALTH AND SOCIAL CARE

Unit Reference Number	T/507/9461
Unit Title	Managing Service Delivery in Health and Social Care
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit aims to introduce the learner to service delivery in health and social care contexts. Consideration will also be given to the knowledge and understanding required for quality measurement and management of service delivery as it applies to health and social care.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the principles of service delivery in the health and social care sector.	1.1 Examine the key expectations of stakeholder groups for service delivery in health and social care 1.2 Evaluate the influencing factors on service delivery 1.3 Analyse the implication of poor service delivery on stakeholders
2. Understand the principles of service delivery in health and social care.	2.1 Evaluate models and theories of quality management in service delivery 2.2 Analyse ways in which standards of service delivery are monitored
3. Understand the principles of continual improvement process for service delivery in health and social care	3.1. Discuss the elements and application of continuous improvement process 3.2. Justify the need for continuous improvement in service delivery 3.3. Examine the measurement of continuous improvement

Indicative content.

Learning outcome 1

Identify internal and external stakeholders; consideration of perceptions, expectations and needs; impact in relation to for example physical, psychological, social and well-being / spiritual aspects. Mortality, morbidity, economic, reputation, aims and accountabilities etc.

Learning outcome 2

Total quality management(TQM); implementing standards; excellence model; theories of quality – Deming, Juran, Crosby; quality strategies in service delivery; developing a quality led organisation; staff involvement; roles and responsibilities in quality management

Learning outcome 3

Elements: different concepts e.g. force field analysis, benchmarking, lean management, TQM,

Deming cycle etc.

Competitive edge, responding to new advances and technology, rational for change; risk of standing still etc.

Measurement: determine current performance, establish a need to improve, obtain commitment, define the improvement objective, organise the diagnostic resources, carry out research, analysis cause of current performance, define and test solutions, produce improvement plans, overcome resistance to change, implement changes, controls to hold new levels of performance, repeat process

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 3	All under LO 1-3	Essay	4500

Indicative Reading list

Britnell M (2015). *In Search of the Perfect Health System.* Palgrave Macmillan. London Johnston R;

Clark G; Shulver M (19 Apr 2012). *Service Operations Management: Improving Service Delivery*. Pearson. London

Martin V; Charlesworth J; Henderson E (2010). *Managing in Health and Social Care*. 2nd Ed. Routledge. Abingdon

McSherry R (2010). *Implementing Excellence in your Health Care Organization: Managing, Leading and Collaborating: managing, leading and collaborating (Excellence in Practice Development in Health and Social Care)*. OU Press. Milton Keynes

UNIT 02: MANAGING FINANCE IN HEALTH AND SOCIAL CARE

Unit Reference Number	A/507/9462
Unit Title	Managing Finance in Health and Social Care
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit aims to introduce the learner to key concepts and tools for accounting and finance in health and social care contexts. Consideration will be given to the knowledge and understanding required to interpret and make use of financial information that is relevant to the management of health and social care.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1. Understand the tools and techniques of cost accounting for health and social care	1.1 Critically analyse the concepts, features and importance of costs and accounting in making decisions in health and social care 1.2 Apply tools of costing design and costing systems to a health and social care organisations 1.3 Recommend improvements to the costing and pricing systems of health and social care organisations
2. Understand the financial performance of health and social care organisations	2.1 Critically analyse financial statements to assess the financial position of health and social care organisations 2.2 Evaluate financial statements using financial ratios for improved information in decision making in health and social care organisations 2.3 Propose managerial decisions for health and social care organisations based on financial analysis.
3. Understand the budgetary processes of health and social care organisations	3.1 Evaluate budgetary targets for health and social care organisations 3.2 Develop a master budget for a health and social care organisation; 3.3 Critically evaluate budgetary processes in health and social care organisations

Indicative content

Learning outcome 1

Costing in health and social care; function, product/service and behaviour; opportunity cost, recording and analysing costs; job costing; batch costing; process costing; contract costing; standard costing; variance calculations; variance analysis and management by exception; absorption, marginal costing, activity-based costing (ABC); cost centre; profit centres; investment centres; accountable management; planning and control methods in health and social care

Learning outcome 2

Financial statements: estimates and assumptions relating to the profit and loss account; balance sheet and cash flow statement.; Financial ratios analysis, interpretation, decisions and limitations: employment of financial ratios internally and externally; financial profiles of organisations; calculation of key ratios reflecting business liquidity; efficiency and profitability.

Learning outcome 3

Budgets: types; flexible and fixed budgets; zero-based budgeting, budgeting process from subsidiary/functional to master budget; relationship of budget to cost and quality control, resource utilisation and profitability; Budgets monitoring and evaluations: budgeted and actual figures, accounting for and investigating different kind of variances in budgetary controls; corrective action; human behavioural issues relating to budgeting.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 3	All under LO 1-3	Report	4500

Indicative Reading list

Miller, D., Plant, J. & Scaife, P. (2007). *Managing finance, premises and health & safety*. Routledge. Abingdon

Harris, G. M., (2005) *Managing Health Services: Concepts and Practice*, Elsevier. London

Field R. & Brown K. (2007). *Managing with Plans and Budgets in Health and Social Care*, SAGE Publications. London

Atrill, P. (2009). *Financial Management for Decision Makers,* Pearson Education Limited. London

Brigham F. E. & Ehrhardt C. M., (2010). *Financial Management: Theory and Practice*, South Western. Mason

UNIT 03: INTERNATIONAL HEALTH POLICY

Unit Reference Number	F/507/9463
Unit Title	International Health Policy
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit aims to explore international healthcare policy; contemporary, political, social and cultural issues that help to determine healthcare policy applicable to the national and international context.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the development of international healthcare policy	1.1 Explore approaches to healthcare policy formation in an international context 1.2 Assess how policy formation is influenced by funding in a national context 1.3 Critically evaluate healthcare policy in one country with examples
2. Understand the social and cultural aspects of healthcare policy	2.1 Analyse the influences of culture and society on healthcare 2.2 Compare and contrast attitudes to healthcare between two national contexts 2.3 Evaluate the cultural and social impacts on and attitudes towards healthcare in one national context
3. Understand healthcare systems across international contexts	3.1. Define health care systems 3.2. Explain healthcare systems in an international context 3.3. Summarise the role of organisations involved in healthcare system on a national and international level 3.4. Explore the structure of healthcare delivery in a chosen national context 3.5. Analyse barriers to provision of healthcare in a national context
4. Understand the contribution of public and health promotion in the provision of health care services	4.1 Examine national and international socio-political issues in the promotion of public health 4.2 Analyse the role of health promotion in determining health care service demand in a national setting 4.3 Evaluate the impact of international campaigns and national policies on the demand for healthcare using examples
5. Understand global contemporary issues in health and social care	5.1. Summarise current global issues in health and social care 5.2. Analyse the impact of issues on national and international policy 5.3. Evaluate practical and political responses to a current international issue

Indicative content

Learning outcome 1

Approaches - national health services, private health services, local/national organisation, charitable services, national priorities

Funding models - Public funding, private funding, religious, charitable and mixed funding, non-governmental organisation; legal, moral expectations of fund holders,

Policies - Categories of health policies, e.g. personal health care policy, pharmaceutical policy, public health: vaccination policy, tobacco control policy or breastfeeding promotion policy. Topics include financing and delivery of health care, access to care, quality of care, and health equity.

Learning outcome 2

Influences: cultural and religious beliefs; education; class structure; cultural and social priorities in healthcare

Attitudes: concept and perceptions of health and illness; importance of health; attitudes to health interventions and medical professionals, locus of control; influences.

National context - Contrast cultural, social priorities with national and policy priorities; regional and national demography; morbidity and mortality

Learning outcome 3

Healthcare systems: organisation of people, institutions, resources, delivery of health care services to meet health needs of target populations. Organisation of healthcare e.g. primary, secondary, tertiary local, formal, informal.

Organisations: National health organisations; international health organisations (e.g. World Health Organisation); national and international private providers; pharmaceutical companies, their role and practices; charities promoting and practicing health. The aims, administration and funding of organisations

Structure: how health care is organised and delivered in a national context. Barriers – e.g. accessibility -social and transport issues; funding issues e.g. costs of treatment, private health insurance costs; risk, war / conflict/ natural disasters; epidemics / pandemics etc.

Learning outcome 4

Health promotion: how public health is promoted, priorities in public health promotion, link between priorities and politics

Health care promotion: concept of public health and health promotion, development of health and healthcare services, development of different attitudes to health and demand for healthcare

Learning outcome 5

Global issues: attitudes to pharmaceutical companies, new drugs and testing of drugs cost - benefits; political agenda in public health. Health priorities mental health, cancer, AIDS, Ebola, malaria, obesity and other current issue

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 5	All under LO 1-5	Essay	4500

Indicative Reading list

Baggott, R. (2010). *Public Health: Policy and Politics*. Palgrave Macmillan. London

Birn, A.; Pillay, Y.; Holtz T (2009). *Textbook of International Health: Global Health in a Dynamic World*. Oxford University Press. New york

Blank, R. H.; Burau V (2013). *Comparative Health Policy*. Palgrave Macmillan. London

Ham, C. (2009). *Health Care Policy in Britain.* (6th Ed) MacMillan. Basingstoke

Lister, J. (2013). *Health Policy Reform: Global Health Versus Private Profit*. Libri. Farringdon. Sim, F.

(2011). *Issues in Public Health: Understanding Public Health*. McGraw Hill. Maidenhead.

UNIT 04: STRATEGIC MANAGEMENT FOR HEALTH AND SOCIAL CARE

Unit Reference Number	J/507/9464
Unit Title	Strategic Management for the Health and Social Care Sector
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit considers the economic, management and operational complexities of healthcare, healthcare providers and practitioners, and explore the strategic options available.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand aspects of management in the health and social care organisation.	1.1 Explain the centrality of strategic management in contemporary health care environments 1.2 Examine various leadership roles of strategic management within health and social care contexts. 1.3 Explore the impact of pressure and issues of collaboration and competition on organisational strategy
2. Understand external and internal environments for health care organisations.	2.1 Analyse the significance of the external and internal environmental analysis 2.2 Analyse how competitively relevant strengths and weaknesses can be used to suggest appropriate strategic actions within a chosen healthcare context 2.3 Analyse policy solutions and discuss strengths and weakness of individual policies in relation to one aspect of health and social care
3. Understand strategic and business plans for health care organisations based on the environmental analysis.	3.1. Justify best strategic choice after strategic analysis to implement strategy 3.2. Develop a business plan based on a current market situation in relation to the best strategic choice that is suitable for a health care organisation 3.3. Evaluate the business plan

Indicative content

Learning outcome 1

The nature of strategic management; analysing industry and competition; shift from operational to strategic management; theories of strategic leadership strategies for cost advantage and differentiation advantage; strategy in times of change; resources, capabilities and competitive advantage; alliances; diversification; internationalization; strategy implementation. Clinical Governance

Learning outcome 2

Organisational performance analysis: strategic analysis tools e.g. PESTLE, SWOT etc. Indicators for the need for strategic planning and analysis

Business plan elements: Executive Summary-Operations-People-Market Analysis-Marketing-Financials-Risk-Appendix

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 3	All under LO 1 - 3	Coursework	4500

Indicative Reading list

FitzRoy P; Hulbert J; Ghobadian A (2011). *Strategic Management: The Challenge of Creating Value Routledge.* London

Ginter P (2013). *The Strategic Management of Health Care Organisations*. Jossey Bass. San Francisco

Harrison JS; Thompson SM (2014). *The Strategic Management of Health Care Organisations*. A stakeholder Approach BEP Press. New York

Waldorff S et al (2015). *Managing Change: From Health Policy to Practice (Organizational Behaviour in Health Care)*. Middlesex University Business School. London

UNIT 05: ORGANISATIONAL BEHAVIOUR IN HEALTH AND SOCIAL CARE

Unit Reference Number	L/507/9465
Unit Title	Organisational Behaviour in Health and Social Care
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This course aims to introduce students to the the study and management of organisational behaviour in health and social care contexts, and to provide them with knowledge of the application of organisational behaviour theories and concepts in the functional area of people management.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the influence of personality, values and attitude in health and social care organisations	1.1 Explain how personality and situational strength interact to influence behaviour in health and social care organisations. 1.2 Identify similarities and differences in cultural values. 1.3 Explain the difference between person-organisation, person-group and person-job fit approaches to selection process to manage behaviour within an organisation.
2. Understand the uniqueness of structures, processes, and interactions in health and social care organisations	2.1 Define management and its characteristics in Health and Social care organisations. 2.2 Assess the professionalisation of management in health and social care contexts. 2.3 Assess the roles and responsibilities of managers in health and social care
3. Understand role and purpose of groups for effective decision making in health and social care organisations	5.1 Examine the nature of decision making and behaviour in group decision making 5.2 Clarify the advantages and disadvantages of group decision making 5.3 Critically analyse the leadership role in group decision making.

Indicative content

Learning outcome 1

Personality, values and attitude; cultural diversity; cultural values; individual behaviour; group behaviour; selection processes; person-organisation matching; person-group matching; person-job matching; managing individual behaviour

Learning outcome 2

Definitions of management; management styles; leadership; characteristics of management in health and social care organisations; the role of managers and management in organisations; professionalization of the sector; professionalisation of health and social care workers

Learning outcome 3

Theories of decision making; decision making processes; team-based decision making; consensus; voting; participative decision making; group-think; leadership and decision making; problem analysis; analysis paralysis; information overload; cognitive bias;

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 3	All under LO 1-3	Report	4500

Indicative Reading list

Barrett, R. (2013). *The Values-Driven Organization: Unleashing Human Potential for Performance and Profit,* Abingdon: Routledge

Walburg, J, Bevan, H., Wilderspin, J. & Lemmens, K. (2005). *Performance Management in Healthcare: Improving Patient Outcomes, An Integrated Approach,* Abingdon: Routledge

Stanford, N. (2010). *The Economist Guide to Organisation Design: Creating high performance and adaptable enterprises,* London: Economist

Lindsay, W. & Evans, J. (2013). *Managing for quality and Performance Excellence* 9th ed, Mason, Cengage

UNIT 06: HUMAN RESOURCES MANAGEMENT IN HEALTH AND SOCIAL CARE

Unit Reference Number	R/507/9466
Unit Title	Human Resources Management in Health and Social Care
Unit Level	7
Number of Credits	15
Total Qualification Time	150
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit aims to analyse the role of human resources management within health and social care organisations and to introduce key aspects of human resources planning and procedures. The unit gives consideration to the knowledge and understanding required to make management decisions in the area of human resources and to apply human resources concepts to retain and motivate staff.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the role of human resources management in health and social care	1.1 Critically analyse the nature and importance of human resource management in health and social care organisations 1.2 Analyse the influences on human resources management in health and social care organisations 1.3 Analyse how human resource management is related to other functional areas in health and social care organisations
2. Evaluate human resource planning in health and social care organisations	2.1 Analyse the business factors that should be considered before human resource planning; 2.2 Determine human resource requirements in different organisational contexts; 2.3 Develop a human resources plan for a health and social care organisation;
3. Understand how human resources management can be used to motivate staff	3.1 Analyse human resources management techniques for retaining and motivating staff 3.2 Assess the link between motivational and reward in health and social care contexts 3.3 Evaluate methods used to monitor employee engagement and performance

Indicative Content

Learning outcome 1

Definitions of HRM; features of HRM in health and social care; HRM models; best practice model, contingency model, Harvard Framework; personnel management and HRM; HRM strategy; organisational strategy; HRM strategy benefits for health and social care organisations; interrelationships between HRM and organisational strategies; organisational performance and HRM strategy; value creation; human capital management; effective HRM;

Learning outcome 2

Determining human resource requirements in health and social care: personnel identification: experiences, skills, qualifications, numbers; skills, demand and supply of labour, workforce development; human resource planning; features and requirements selection and recruitment, retention, skill development, up-skilling, re-skilling, succession planning; outputs; resource demand; success factors; planning length.

Learning outcome 3

Developing employee motivational and appraisal strategies: employee motivation; career progression; rewards; bonuses and pay; promotion; emotional support; job satisfaction; employee retention; employee turnover; competitive remuneration; stay interview; employee development;

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Word count (approx. length of coursework)
1 - 3	All under LO 1-3	Essay	4500

Indicative Reading list

Bratton, J., and Gold, J., (2012). *Human Resource Management: Theory and Practice*, Palgrave Macmillan. London

Marchin, M., and Wilkinson, A., (2012). *Human Resource Management at Work* 5th ed, Chartered Institute of Personnel and Development. London

Myers, P., Hulks, S., and Wiggins, L., (2012). *Organizational Change: Perspectives on Theory and Practice*, OUP. Oxford

Pynes, E. J., and Lombardi N. D., (2012). *Human Resources Management for Health Care Organizations: A Strategic Approach*, John Wiley & Sons. London

UNIT 07: STRATEGIC MARKETING FOR HEALTH AND SOCIAL CARE

Unit Reference Number	Y/507/9467
Unit Title	Strategic Marketing for Health and Social Care
Unit Level	7
Number of Credits	10
Total Qualification Time	100
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit aims to introduce the key concepts and tools of strategic marketing within a health and social care context. The unit will support learners to develop their knowledge and understanding of the principles of strategic marketing and to apply these in the context of management within health and social care organisations.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the application of marketing strategy to health and social care	1.1 Analyse the ways in which marketing is applied in different health and social care contexts 1.2 Analyse how marketing can be organised in health and social care organisations 1.3 Evaluate the role of marketing in decision making in health and social care organisations
2. Understand the management techniques of strategic marketing	3.1. Critically analyse the internal and external environment of health and social care organisations 3.2. Evaluate methods used to collect market research information in health and social care 3.3. Evaluate the importance of marketing planning in health and social care organisations
3. Understand branding and marketing communications in health and social care	4.1 Analyse the role of brands in health and social care 4.2 Analyse the main components of marketing communications in health and social care 4.3 Evaluate the implementation of marketing communications campaigns in health and social care

Study contents

Learning outcome 1

Principles of strategic marketing; the role of marketing in decision making; behaviour change of social marketing; situation analysis; organisational position measurement; strategic business planning tools e g. SWOT (strength, weakness, opportunity and threats) analysis; Porter's Five Forces Analysis; value chain analysis; Boston growth-share (BCG) matrix; market equilibrium; market share; sustainable competitive advantage;

Learning outcome 2

Internal management analysis; strength analysis; weaknesses analysis; resource analysis; pricing strategies; strategic drift; product analysis; product life cycle analysis; situational analysis; setting
vision and mission targets; understanding organisational values; stakeholder analysis; market research; marketing planning; planning cycles

Learning outcome 3

Marketing communications channels; integrated marketing communications; segmentation and targeting; campaign design and management; measuring and evaluating marketing communications; public relations in health and social care; branding; brand management strategies; digital marketing and digital distribution channels; internal and external marketing

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Weighting	Word count (approx. length of coursework)
1 - 2	All under LO 1-2	Essay	70%	3000
3	All under LO 3	Presentation	30%	10 minutes

Indicative Reading list

Kotler, P., and Chernev, A., (2012).   *Strategic Marketing Management*, Cerebellum Press

Kotler, P., Shalowitz, J., and Stevens, J. R., (2008). *Strategic Marketing for Health Care Organizations: Building a Customer Driven Health System*, Jossey Bass

Lefebvre, C., (2013), *Social Marketing and Social Change: Strategies and Tools for Improving Health, Well-Being, and the Environment*, Jossey Bass

Thomas, R. (2014). *Marketing Health Services, Health Administration* PR. London.

UNIT 08: RESEARCH METHODS FOR HEALTH AND SOCIAL CARE MANAGERS

Unit Reference Number	D/507/9468
Unit Title	Research Methods for Health and Social Care Managers
Unit Level	7
Number of Credits	20
Total Qualification Time	200
Core / Option	Core
SSAs	1.3 Health and Social Care
Unit Grading Structure	Pass

Unit Aims

This unit deals with principles of research including formulations of research questions, hypothesis and objectives.

Learning Outcomes and Assessment Criteria

Learning Outcomes- The learner will:	Assessment Criteria- The learner can:
1. Understand the relevance of research within health and social care contexts	1.1 Justify the contribution of research to health and social provision
2. Understand research approaches in health care contexts	2.1 . Critically evaluate a range of research philosophies 2.2 Examine different approaches to research
3. Be able to plan a research proposal relevant to management of health and social care contexts	3.1. Justify the elements of a research proposal 3.2. Design an appropriate research proposal 3.3. Analyse the ethical aspects of research
4. Understand a range of data	4.1 Explain types and sources of research data 4.2 Analyse data using appropriate approaches 4.3 Draw conclusions from data collected
5 Understand the relationship between research and evidence based practice	5.1 Analyse the relationship between research and evidence based practice 5.2 Evaluate an existing piece of research relevant to health and social care 5.3 Analyse the contribution of research and evidence based practice to decision making.

Indicative content

Learning outcome1
Quality improvement, evidence, guidelines, policy,

Learning outcome 2
Ontology, epistemology, axiology, positivism; realism; interpretivism; pragmatism; qualitative and qualitative approaches,

Learning outcome 3

Elements: statement of problem, Literature review, conceptual framework, research question, hypothesis, terms of reference, methodology, timelines – scope of work, budget.

Ethics: permissions and approvals, consent, confidentiality, anonymity

Learning outcome 4

Data collecting methods, types of data, analysis approaches, statistics packages, grounded theory validity reliability

Learning outcome 5

Integration of clinical expertise, patient values, and the best research **evidence** into the decision making process for patient care

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria to be covered	Type of assessment	Weighting	Word count (approx. length of coursework)
1 - 5	All under LO 1-5	Research proposal	50%	2250
		Research critique	50%	2250

Indicative Reading list

Ann Bowling A (2014). *Research Methods in Health: Investigating health and health services.* Open University Press. Milton Keynes

Bryman R (2012). *Social research methods.* OUPress. Oxford

Cresewell J W (2014). *An Introduction to Mixed Methods Research*. Sage. London

Walker I (2010). *Research Methods and Statistics.* Palgrave. London