

Module Specification

Module Summary Information

1	Module Title	Leadership Skills and Project Management for Health and Healthcare
2	Module Credits	20
3	Module Level	7
4	Module Code	PHE7033
5	Semester Taught	2

6	Module Overview
<p>This module explicitly addresses students' personal and/or professional development with a view to enhancing competence for service improvement in a rapidly changing health and healthcare environment. Through a flexible provision, students are inspired to reflect critically upon their individual learning needs as well as their organisations' practices, to appraise and apply concepts from the literature on leadership, to issues of relevance for their role, organisation and overall programme of study. This module also focuses on pursuing excellence in leadership and project management principles and encouraging practice-led, applied knowledge for students on various MSc courses to lead service improvement and/or policy change effectively and efficiently. This will be achieved by supporting students to work through the technical steps and phases as well as the more practical realities of leading and managing a project; and addressing the more challenging aspects of project management such as demonstrating a need for change, sustaining staff engagement, managing resistance and working across departmental and organisational boundaries.</p> <p>A range of learning, teaching, and assessment strategies will be employed during this module, reflecting those of the programmes it serves. Among these are 36 hours of scheduled learning and teaching activities comprised of lectures, demonstrations, workshops, discussion forums and tutorials; and 164 hours of independent study. Independent study involves guided reading and self-directed study activities. Feedback will be made available in class or online. Learning resources include: the Module Guide; face-to face contact with the Module Leader or teachers, either in groups or individually; classroom-based learning; and a dedicated Moodle site.</p> <p>Each student will negotiate the summative assessment with the Module Leader to prepare a Project Management Proposal. Preparation of this proposal helps prepare students to undertake a Project Management for an MSc Dissertation and to prepare bids in the workplace.</p>	

7	Indicative Content
<ul style="list-style-type: none"> • Development and interpretation of theories of leadership • Change management theories and strategies • Effective coaching and mentoring • Applied leadership skills to students' areas of study • Introduction to project management • Project initiation and business case building • Applied Ethical and Legal Issues in the Students' Areas of Study • Project Planning and Action Plan Development • Project Implementation & Monitoring Plan • Project Close-out & Evaluation Plan 	

8	Module Learning Outcomes	
	On successful completion of the module, you will be able to:	
	1	Critically appraise and examine theories, concepts and processes of leadership, with application to today's challenges in an ever-changing health and healthcare environment.
	2	Explore theories and types of change and explain the social, political and economic factors that may influence the process and speed of a pragmatic change, including key ethical and legal issues within the student's area of study.
	3	Demonstrate an understanding and rigorous application of skills, techniques and planning tools required in working through the steps and phases of project management.
	4	Demonstrate abilities and competencies in creating appropriate and unique solutions while managing and working with the challenges of project delivery.

9	Module Assessment		
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1 - 4	X (100%)		
10	Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments	
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	Lectures, group discussions, demonstrations, Workshops	
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	24	Pre and post session activities	
Private Study (PS) includes preparation for exams	140	Private reading, assessment preparation	
Total Study Hours:	200		

11	Key Texts and Online Learning Resources
<p>You will be introduced to the Virtual Learning Environment and asked to engage with materials throughout this module. The module has a reading list online which will be a comprehensive and up to date resource of a variety of sources of literature and information that will support learning and</p>	

achievement of learning outcomes. This can be found on your module Moodle site. You will also have access to your workplace library and resources. Below is a sample that will support your learning.

Purchase

Marks, T. (2012) *20:20 Project Management: How to deliver on time, on budget and on spec.* Kohan Page Limited

Sullivan, E. J. and Garland, G. (2013) *Practical Leadership and Management in Healthcare: For nurses and allied health professionals.* Second Edition, Pearson Education Limited

Essential (Books/Journals/Specific chapters/Journal Articles)

Beauchamp, T. and Childress, J. (2009) *Principles of Biomedical Ethics.* Oxford: Oxford University Press.

Bennett, C. Jones, L. (2012) *Leadership in Health and Social Care.* Lantern Publishing. Banbury

Bolden, R, and Hawkins, B.; Gosling, J.; Taylor, S. (2011) *Exploring Leadership.* Oxford: Oxford University Press.

Burke, R. (2006) *Project Management: Planning and Control Techniques.* 5th ed., Ringwood Burke

Finkelman, A.W. (2006) *Leadership and Management in Nursing.* Upper Saddle River, N.J: Pearson Prentice Hall.

Gray, I. Field, R. and Brown, K. (2010) *Effective Leadership, Management and Supervision in Health and Social Care.* Learning matters Ltd.

Martin, V. (2002) *Managing Projects in Health and Social Care.* Routledge.

Newton, R. (2006) *Project Management Step By Step.* Harlow: Pearson Prentice Hall Business.

NHS (2013) *NHS Change Model.* NHS Improving Quality. Resources available at:

www.changemodel.nhs.uk/

NHS (2013) *Healthcare Leadership Model.* NHS Leadership Academy. Resources available at

<http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/>

NHS Leadership Framework. Resources available at

http://www.institute.nhs.uk/news/leadership/nhs_leadership_framework_launched.html

Spolander, G. (2012) *Successful Project Management in Social Work and Social Care: Managing, resources, assessing risks and measuring outcomes.* London: Jessica Kingsley

Recommended

Bass, B. and Riggio, R. E. (2005) *Transformational Leadership.* Mahwah, NJ: Lawrence Erlbaum (available as e-book via BCU library catalogue)

Bolden, R. Hawkins, B., Gosling, J., and Taylor, S. (2011) *Exploring Leadership: Individual, Organizational and Societal Perspectives.* Oxford: Oxford University Press

Gill, R. (2011) *Theory and Practice of Leadership.* London: Sage

Gopee, N. and Galloway, J. (2014) *Leadership and Management in Healthcare.* London: Sage

Gray, I., Field R. and Brown, K. (2010) Effective Leadership, Management and Supervision in Health and Social Care. Learning Matters (available as e-book via BCU library catalogue)

Larson, E. W. and Gray, C.F. (2014) Project Management: The managerial process. Sixth Edition, McGraw-Hill International Edition

Jones, L. and Bennett, C. (2012) Leadership in Health and Social Care: an introduction for emerging leaders. Banbury: Lantern Press

Rigolosi E. M. (2005) Management and Leadership in Nursing and Health Care (An experiential Approach) Springer Publishing Company

Background

Rowling, E. (2012) Leadership and engagement for improvement in the NHS together we can. Report from The King's Fund Leadership Review 2012. Available from <http://www.kingsfund.org.uk/projects/review-leadership-nhs>

Recommended Journals [available online via University library catalogue]

Leadership

Journal of Leadership and Organizational Studies

Journal of Leadership Studies

Internet Resources

NHS Improving Quality <http://www.nhsiq.nhs.uk/>