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| Module Code: | BUS7B18 |
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| Module Title: | Conceptualising Leadership in Healthcare |
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| Level: | 7 | Credit Value: | 15 |
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| Cost Centre(s): | GABP | <u>JACS3</u> code: | N200 |
| | | <u>HECoS</u> code: | 100088 |

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| Faculty | SALS | Module Leader: | Dr Joanne Pike |
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| Scheduled learning and teaching hours | 15hrs |
| Guided independent study | 135 hrs |
| Placement | 0 hrs |
| Module duration (total hours) | 150 hrs |

| Programme(s) in which to be offered (not including exit awards) | Core | Option |
|--|-------------------------------------|--------------------------|
| MBA Health Management | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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| Pre-requisites |
| A first degree with some healthcare leadership experience |

Office use only

Initial approval: 30/01/2020

Version no: 1

With effect from: 01/09/2020

Date and details of revision:

Version no:

Module Aims

This module aims to facilitate students' conceptualisation of leadership, culture and climate within the Health Care sector. It discusses the application of leadership in practice, examining the unique challenges in leadership in the current healthcare culture and climate, inviting students to investigate real life solutions to ongoing leadership issues at all levels

Intended Learning Outcomes

Key skills for employability

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| KS1 | Written, oral and media communication skills |
| KS2 | Leadership, team working and networking skills |
| KS3 | Opportunity, creativity and problem solving skills |
| KS4 | Information technology skills and digital literacy |
| KS5 | Information management skills |
| KS6 | Research skills |
| KS7 | Intercultural and sustainability skills |
| KS8 | Career management skills |
| KS9 | Learning to learn (managing personal and professional development, self-management) |
| KS10 | Numeracy |

At the end of this module, students will be able to

Key Skills

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|---|--|-----|--------|
| 1 | Through a reflexive lens, synthesise the theoretical underpinnings of effective management practice and skills | KS1 | KS3 |
| | | KS5 | KS6 |
| 2 | Within an action plan, critically analyse the nature, role and tasks of people management; | KS2 | KS3 |
| | | KS4 | KS5,6 |
| | | KS7 | KS9,10 |
| 3 | Synthesise and apply knowledge to practice of the factors influencing individual behaviour in organisations | KS3 | KS4 |
| | | KS7 | KS5,6 |
| | | KS8 | KS9 |

Transferable skills and other attributes

- *Use information and knowledge effectively in order to abstract meaning.*
- *Solve complex problems using appropriate decision-making techniques.*
- *Communicate effectively using listening, oral written and media techniques.*

Derogations

NA

Assessment:

Indicative Assessment Tasks:

Reflective practice will be at the core of this module, and students will produce a leadership self-assessment within part one, a self-development plan in part two and will apply contemporaneous and contextual literature relating to human leadership behaviours in part three

| Assessment number | Learning Outcomes to be met | Type of assessment | Weighting (%) | Duration or Word count (or equivalent if appropriate) |
|-------------------|-----------------------------|---------------------|---------------|---|
| 1 | 1 | Reflective Practice | 25% | 750 |
| 2 | 2 | Reflective Practice | 25% | 750 |
| 3 | 3 | Literature Review | 50% | 1500 |

Learning and Teaching Strategies:

The overall learning and teaching strategy is one of guided independent study, in the form of distance learning requiring ongoing student engagement. On-line material will provide the foundation of the learning resources, to support a blended approach, requiring the students to log-in and engage on a regular basis throughout the six-week period of the module. There will be a mix of recorded lectures and supporting notes/slides, containing embedded digital content and self-checks for students to complete as they work through the material and undertake the assessment tasks. The use of a range digital tools via the virtual learning environment together with additional sources of reading will also be utilised to accommodate learning styles. There is access to a help-line for additional support and chat facilities through Moodle for messaging and responding.

Syllabus outline:

Leadership, management of transformational change, motivation, motivational interviewing, coaching, groups and teams, management of people, attitudes, corporate responsibility, power, politics and conflict.

Indicative Bibliography:**Essential reading**

Mullins, L. (2016) Organisational Behaviour in the workplace (12th Edition) Pearson Ed.

Other indicative reading

Reynolds, M (2013) The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs San Francisco: Berrett-Koehler Publishers inc

Thompson, S. and Thompson, N. (2018) The Critically Reflective Practitioner (2nd Edition). London: Palgrave Macmillan

Whitmore, J. (2017) Coaching for Performance (5th edition) London: Hodder and Stoughton

Journals:

Journal of Healthcare Leadership

Leadership in Health Services

BMJ Leader