



Leadership and Management in Health PgDip/MSc

Meeting the challenge of healthcare reform



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The PgDip/MSc in Leadership and Management in Health is a flexible, modular programme managed by Kingston Business School, Kingston University, in partnership with the School of Management, Royal Holloway, University of London and St George's, University of London. These three centres of learning excellence are the principal members of the Institute of Leadership & Management in Health (ILMH), part of the SouthWest London Academic Network (www.swlacademicnetwork.ac.uk).

This unique programme is specifically designed to meet the needs of those already working, or intending to work, in the health and social care services in the public, private and voluntary sectors in both the UK and internationally. Its evidence base is drawn from the latest research and practice in health sector leadership and management, combined with the practical application of new knowledge and skills to work-based situations. The course is based on the new health leadership competencies in the UK, and all assessments are designed to have application in the workplace.

What will I, or my organisation, gain from this course?

This course will help you meet the challenges of today and of the future by:

- Providing the knowledge and skills to enable you to enter and/or continue at a more competent level in the professional practice of health management
- Developing your leadership competency
- Providing a critical understanding of the body of academic knowledge relevant to leadership and management and its application in practice
- Providing an opportunity to research a specific area of healthcare management in depth by means of a masters-level dissertation
- Providing an understanding of the organisational, political, and socio-economic contexts which shape the direction of healthcare systems in the UK and internationally
- Analysing developments in healthcare management in the UK and other countries
- Enabling you to apply this understanding to your and/or other organisation(s).

How is the course taught?

The programme is taught by academics and practitioners with extensive knowledge of the health sector. Lecturers from all three ILMH institutions take part in the programme. It includes a mixture of face-to-face and technology-based learning, a combination of techniques known as blended learning. As people often have different preferences for learning, blended learning can be more effective than traditional face-to-face or pure online teaching. A more individualised learning experience is therefore possible, while enabling increased contact time with fellow students and tutors, at times that suit your busy schedule.

Where is the course taught?

Face-to-face teaching takes place at Kingston Business School on Kingston University's Kingston Hill campus. This site houses modern, well-equipped lecture theatres and teaching rooms. The hi-tech Learning Resources Centre (LRC) offers an extensive range of resources and services and over 500 study places. The LRC, together with seven computer labs, houses over 250 computer workstations. Remote access to LRC databases means that students can access facilities online from anywhere in the world. The Business School also offers proprietary study space dedicated to postgraduate and research students. This is in addition to Kingston University's Graduate Research School facilities.

How long is the course?

The postgraduate diploma and masters degree are offered on both a part- and full-time basis.

Part-time (2-4 years)

The part-time course is extremely flexible to fit in with busy schedules. Students are required to physically attend approximately 15 days per year, in blocks of two days per month in term time. The remaining work is carried out online, through study texts, directed reading, action learning sets and tutor-supported discussions.

Full-time (1 year)

Students are required to attend approximately three days a week in term time and are also invited to a number of events and visits organised by ILMH. Additionally, online discussions, work experience, and specific development projects are available.



What you study

The programme starts with an induction, including a personal assessment using the *Saville ConsultancyWave™* assessment to identify strengths and areas for potential development.

Postgraduate diploma students take eight modules. Masters students, in addition to the eight modules, take a research methods module and undertake a dissertation (a substantial piece of written work reporting on research based on a topic of your choice).

Modules

Healthcare Management in Context provides an understanding of the organisational, political, and socio-economic contexts shaping the direction of healthcare systems and analyses developments in healthcare management in the UK and internationally.

Leading and Managing People in Health critically evaluates the theory and practice of effective leadership and management in modern, complex healthcare organisations and identifies the characteristics of successful organisations, groups and individuals within the context of healthcare.

Managing Information in Health explores the use of information as a strategic resource in supporting the delivery of health and social care services, and examines the enabling role of IT in facilitating communication and collaboration among professionals and service users in this context.

Managing Health Services for Quality introduces the concepts of service operations management applicable to the health and social care environment through the provision of a methodology for the planning, quality measurement and control of resources.

Financial Resource Management in Health examines financial management issues and issues of governance and accountability in healthcare organisations from a variety of analytical perspectives, providing the knowledge to understand and assess financial performance in a health context.

Health Services Marketing outlines and measures the effectiveness of the range of approaches available within the private sector which can be used to leverage improvements in health service design and delivery.



Organisational Change in Health provides students with an understanding of the concept and tools of organisational change and development and their implications for leadership in health settings.

International Health Policy (core module for FT students, optional module for PT students) provides students with an understanding of health management and policy in an international context.

Work-Based Learning (optional module for PT students) enables learning through the medium of a work-based project carried out in the health sector, utilising a combination of appropriate theoretical underpinnings and reflection.

Research Methods in Health Management provides an understanding of research methods required for the successful completion of a dissertation, including student development of a research proposal on a topic of their own choice under the guidance of a supervisor.



Assessment

Assessment of each module takes a variety of forms and includes presentations, case studies and written reports. Throughout, there is an emphasis on the application of skills and knowledge to work-based contexts and constraints.

Entry requirements

Minimum entry qualifications for the programme are normally:

- a good honours degree from a UK university or an equivalent qualification from a recognised international higher education provider in a relevant discipline (normally, health and social sciences). Other qualifications which demonstrate that a candidate possesses appropriate knowledge and skills at honours degree standard will be acceptable; OR
- at least four years' experience in middle/senior management, including participation in appropriate training events.

In addition to satisfying the entry requirements, candidates must be able to demonstrate their motivation and ability to work at postgraduate level. Students need to be well-prepared, self-disciplined and able to manage their time and workload effectively.

Selection to the course will be through completion of application form, and occasionally a face-to-face or telephone interview. The interview is a process of mutual selection: for applicants to discuss how the course meets their needs and the course team to judge their suitability for the course.

English language

If your first language is not English, you will need to demonstrate a good standard of written and spoken English as an entry requirement onto the course (IELTS of 6.5 overall with no element below 6.0; or iBT TOEFL of 90 overall with no element below 20/30). For those with lower scores, we offer a pre-session English course to help you develop the language skills you will need for postgraduate study. Once you start your postgraduate studies, you can use the University's free English Language Support Programme.



"It's been 30 years since I studied. The course certainly isn't easy, but I really wanted to challenge myself academically. When I passed my first assignment – a 4,000 word essay – I felt such a great sense of achievement. I know I can do it!"

Nigel Cross, Perfusionist
Great Ormond Street Hospital



"I chose the MSc because I wanted to develop my management skills. I love the blended learning aspect – the discussion boards are great – and the lecturers very supportive, particularly during our assignments. I'd really recommend the course."

Tawanda Chirisa, Clinical Team Leader
Huntercombe Roehampton Hospital



"I've learnt a lot in a very short space of time: we've covered a huge variety of topics. I'm the youngest on the course, at 23 years old, and intend to use my new found knowledge to move into a managerial position. I'm a recent graduate, so haven't found studying too hard."

Osmaan Saed, Clinical Database Analyst Designer, Johnson & Johnson



Institute of Leadership and Management in Health

Institute of Leadership and Management in Health (ILMH) aims to advance the evidence base of leadership and management practice in health through research, consultancy, knowledge transfer and teaching across interdisciplinary boundaries. It is a centre for excellence to meet the growing demand for high quality organisational, management and leadership research and education, in the UK and internationally.

Kingston Business School, Kingston University

One of the largest business schools in the UK, Kingston Business School is a leading provider of high quality, professionally relevant education for business professionals at all stages in their career. With its AMBA-accredited MBA course, it has gained an international reputation as a Centre of Excellence in human resource management, marketing and general management.

School of Management, Royal Holloway University of London

The School of Management is the largest department at Royal Holloway with an extensive programme of undergraduate and postgraduate courses including its AMBA-accredited MBA. The School has a particular reputation for research in public management. The research group CPSO (Centre for Public Services Organisations), conducts research into organisational change and decision-making, with a special focus on healthcare organisations.

St George's, University of London

Part of the confederation of colleges that constitute the University of London, St George's is an independent dual faculty institution, offering medicine and health sciences. Its main campus is shared with St George's Healthcare NHS Trust, one of the busiest hospitals in the NHS. This combination of a supportive learning environment and a wealth of clinical experience offers unique advantages.



How to apply

For any general enquiries and further information about the course please contact the Course Director, Dr Jelena Petrovic (E: j.petrovic@kingston.ac.uk).

Or contact:

Postgraduate Admissions
Kingston Business School
Kingston Hill
Kingston upon Thames
Surrey KT2 7LB
Tel: 020 8417 5939
E: businesspgenquiry@kingston.ac.uk

Further information, including course fees and an application form, is also available at:
www.kingston.ac.uk/pghealthleadership or
www.swlacademicnetwork.ac.uk/ilmh/courses.html

Images

Front page: Joy Churcher, MSc cohort 2008/09

Page 2: Clare Baldwin, MSc cohort 2008/09

Disclaimer: Every effort has been made to ensure that the information contained in this brochure is correct at the time of going to press. Please note, though, that Kingston Business School reserves the right to change aspects of its course provision as may be deemed appropriate in accordance with University regulations, policies or procedures.