# Module Specification

## GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Module name</th>
<th>Organisational Management</th>
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<tr>
<td>Module code</td>
<td>PHM212</td>
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<tr>
<td>Module Organiser(s)</td>
<td>Reinhold Gruen</td>
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**Contact email**

The LSHTM distance learning programmes and modules are run in collaboration with the University of London. Enquiries may be made via their Student Advice Centre at: [www.london.ac.uk/contact-us](http://www.london.ac.uk/contact-us).

(Enquiries from face-to-face i.e. London-based LSHTM MSc or research students regarding study of DL modules should be emailed to distance@lshtm.ac.uk.)

**Home Faculty**

Faculty of Public Health and Policy  
London School of Hygiene & Tropical Medicine  
[http://www.lshtm.ac.uk/php/](http://www.lshtm.ac.uk/php/)

**Level**

This module is at Level 7 (postgraduate Masters level) of the QAA [Framework for Higher Education Qualifications](https://www.qaa.ac.uk/frameworks) in England, Wales & Northern Ireland (FHEQ).

**Credit**

LSHTM award 15 credits on successful completion of this module

**Accreditation**

Not currently accredited by any other body

**Keywords**

Management/leadership, organisation, team-work (incl. interdisciplinary, inter-professional), self-reflexion

## AIMS, OBJECTIVES AND AUDIENCE

**Overall aim**

This module aims to develop students’ knowledge and understanding of organisational structures and theoretical underpinnings relevant to the motivation and effective leadership of public health /health care organisations.

**Intended learning outcomes**

By the end of this module, students should be able to:

- demonstrate knowledge and understanding of organizational management, leadership and related aspects of organizational behavior including current trends of managing health care organizations;
- critically assess a range of concepts and theories of organisational behaviour with a particular focus on management and leadership and their contribution to understanding people's behaviour in the workplace; and
- show competence in applying knowledge and skills of organisational management and leadership to solve problems and achieve organizational goals in a health care context.

**Target audience**

This module is compulsory for students studying the Health Services Management stream and recommended for students studying the General stream of the MSc Public Health.
Session content

Section 1 provides an introduction to organizational management, the roles managers occupy within organizations and management in a health care context.

Section 2 focuses on the structure and culture of organizations and how this impacts on achieving the objectives of an organization.

Sections 3 takes a closer look at the relationship between the individual and the organization, focusing on communication and motivation.

Section 4 explores the factors influencing the performance of groups and teams working in a health care context and introduces the concepts of power and conflict in organisations. The section also considers the main theories of leadership and leadership in a health care context.

Section 5 explores organisational change, the principles of strategic change management and management and leadership of the change process.

Throughout the module, case studies and examples provide students with opportunities to apply the concepts and theories to a health care context and to reflect their own work experience.

TEACHING, LEARNING AND ASSESSMENT

Study resources provided or required

All materials, apart from the textbooks detailed below, will be made available via the LSHTM's Virtual Learning Environment - Moodle after registration for this module in September/October:

- A brief guide to studying the module.
- The module study guide
- Details of both required and optional reading and links to selected papers.
- A list of useful websites.
- Module-specific discussion forums
- Collaborate sessions (live discussion sessions which focus on selected topics) at key points in the study year
- Access the LSHTM online library resources.

Please note the textbooks will be sent to students. All other materials may be accessed via the LSHTM VLE – Moodle.

Teaching and learning methods

Learning is self-directed against a detailed set of learning objectives that are identified at the start of each chapter of the module guide, which also offers focused reading and various learning activities.

Other learning materials include: a brief guide to the study module, recommended reading from the peer-reviewed literature, an interactive quiz for self-assessment, Frequently Asked Questions (FAQs) and suggested relevant websites.

Students are strongly encouraged to participate in the module-specific discussions and real-time tutorials available on Moodle to obtain tutor support, and to make use of LSHTM online library resources. In addition, written feedback is provided on submitted assignments.
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<tr>
<th><strong>Assessment details</strong></th>
<th>Formal assessment of this module includes a two-hour 15 minute unseen written paper examination (70%) and an assessed assignment (30%). Details of the maximum word limit permitted and what to include in the word count are provided in the assignment instructions documents. Students are required to keep with the word limit detailed in the assignment instructions. If students fail the module overall, they are allowed one further attempt at the failed element (examination and/or assignment).</th>
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<tr>
<td><strong>Assessment dates</strong></td>
<td>Assignments for this module can be submitted only once annually, no later than 31 March and must be submitted via the online Assignment Management System. Unseen written examinations for DL modules are held once a year, in June (including resits). Examinations are normally taken in a student’s country of residence, in one of over 650 examination centres worldwide (arranged mainly through Ministries of Education or the British Council). A list of examination centres can be found at <a href="https://london.ac.uk/current-students/examinations/examination-centres">https://london.ac.uk/current-students/examinations/examination-centres</a>. A local fee will be payable direct to the examination centre. This fee is in addition to the programme/module fee and is set by, and paid directly to, the individual examination centres. The level of local examination centre fees varies across the world and neither the University of London nor the LSHTM have any control over the fee amount.</td>
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<tr>
<td><strong>Language of study and assessment</strong></td>
<td>English (please see ‘English language requirements’ below regarding the standard required for entry).</td>
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**TIMING AND MODE OF STUDY**

**Duration**
Distance learning module studies begin in early October. The textbook that supports the module will be dispatched to registered students in early autumn once fees have been paid. All other module materials will be made available on Moodle. Students may start their studies at any time from receipt of study materials (dispatched annually in the early autumn) and work through the material until the start of the June examinations (although assessment submission deadlines which are earlier than this must be observed).

**Dates**
Tutorial support for distance learning modules is available only from the beginning of October through to the end of May.

**Mode of study**
By distance learning.

**Learning time**
The notional learning time for the module totals 150 hours, consisting of:
- **Directed self-study** (reading and working through the provided module material) and **self-directed learning** (general reading around the subject, library, Moodle discussion forums) ≈ 110 hours
- **Assessment, review and revision** ≈ 40 hours

**APPLICATION, ADMISSION AND FEES**

**Pre-requisites**
Those wishing to study this module must have regular access to the internet and should register on the LSHTM Virtual Learning Environment (Moodle). The Module Organisers and tutors use Moodle as their primary means of communication with students and use it to make available a range of materials for studying the module. Students are also encouraged to participate in module-specific discussions on Moodle; make use of the online library facilities and will be required to submit assignments via an on-line assignment management system.
A strong command of the English language is necessary to benefit from studying the module. Applicants whose first language is not English or whose prior university studies have not been conducted wholly in English must fulfil LSHTM’s English language requirements, with an acceptable score in an approved test taken in the two years prior to entry. Applicants may be asked to take a test even if the standard conditions have been met.

There is no cap on the number of students who can register for this distance learning module. The number of students actively studying this module varies, but typically approximately 160 students register for the module per year.

This module is available to students registered for the MSc in Public Health, where it is compulsory for students studying the Health Services Management stream and recommended for students studying the General stream. It can also be taken by those studying for the PG Diploma Public Health and PG Diploma/MSc Clinical Trials and MSc Epidemiology programmes, and it can also be taken as an individual module.

The current schedule of fees can be viewed at https://london.ac.uk/applications/costs-your-course/course-fees (click on the Postgraduate Fees link).

Scholarships are not available for individual modules. Some potential sources of funding are detailed on the LSHTM website.

Applications for LSHTM distance learning programmes and modules are managed by the University of London. To apply to take either a formal award (i.e. PG Certificate, PG Diploma or MSc) or an individual module, see https://london.ac.uk/courses/public-health.

Key deadlines are as follows:
- Application deadline: 31 August
- Registration deadline: 30 September (new students and those registering for the project module, PHM305)
- Registration deadline: 31 October (continuing students, with the exception of those registering for the project module PHM305, and those taking individual modules).

Please note: The academic year starts 1 October. Students who register after 1 October should note that module welcome and Collaborate sessions held in October are recorded, but they cannot request an extension to assignment submission deadlines or apply for an examination extenuating circumstance as a result of registering later than 1 October.

(In-house LSHTM research students can self-enrol on the module’s Moodle area. In-house LSHTM MSc students wishing to study this module should note information given in the mixed mode study option link.)