# Module Specification

## ABOUT THIS DOCUMENT

This module specification applies for the academic year 2018-19

*Last revised* 17 July 2017 by Sandra Mounier-Jack

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## GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Module name</th>
<th>Organisational Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module code</td>
<td>1403</td>
</tr>
<tr>
<td>Module Organiser</td>
<td>Sandra Mounier-Jack</td>
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<td>Contact email</td>
<td><a href="mailto:Sandra.Mounier-Jack@lshtm.ac.uk">Sandra.Mounier-Jack@lshtm.ac.uk</a></td>
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<tr>
<td>Home Faculty</td>
<td>Public Health &amp; Policy</td>
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<tr>
<td>Level</td>
<td>Level 7 (postgraduate Masters ‘M’ level) of the QAA Framework for Higher Education Qualifications in England, Wales &amp; Northern Ireland (FHEQ)</td>
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<tr>
<td>Credit</td>
<td>15 credits</td>
</tr>
<tr>
<td>Accreditation</td>
<td>Not currently accredited by any other body</td>
</tr>
<tr>
<td>Keywords</td>
<td>Management/leadership, organisation, team-work (incl. interdisciplinary, inter-professional), self-reflexion</td>
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## AIMS, OBJECTIVES AND AUDIENCE

**Overall aim**

To help participants to become more effective managers by drawing on, and putting to practical use, insights from the administrative sciences, anthropology, social psychology, sociology of organisations, and management.

**Intended learning outcomes**

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

- Define an organisation and management, and list the principal levels of analysis in organisational studies
- Explain basic principles which are relevant to the effective management of organisations and those specific to health care organisations
- Describe key theories that underpin effective management including theories relating to motivation
- Explain the range of models, approaches and tools that are available to help managers investigate organisational issues
- Apply one or more of these models, approaches and tools in a case study based on an organisational problem derived from their own experience
| Target audience | The module is generally suitable for all students at the School although it is primarily aimed at students with at least 2 to 3 years work experience, some of it in clinical settings. Examples used are mainly drawn from developed countries, with a strong emphasis on experience from the UK National Health Service. |
| CONTENT | The module is expected to include sessions addressing the following topics:  
- Managing individuals, managing groups and motivating people  
- Strategy and analysis, managing change, and organisational learning  
- Managers and health care professionals, organisational roles and goals  
- Health care leadership, organisational culture and performance  
- Getting organisations working together and managing partnerships  
- Care and compassion in health care settings  
- Managing public services and governance in health care organisations |
| TEACHING, LEARNING AND ASSESSMENT | Module Information can be found on the Virtual Learning Environment (Moodle) containing information about each session and key references for the module.  
The module comprises lectures on aspects of management theory and practical examples of management issues in health and other sectors. Students will be expected to use their non-contact time to read about further aspects of management theory. Although group work will form a large element of learning during the module, each student will produce their own case study, based on their individual experience or knowledge, which will be individually marked.  
The students may also choose a case study that will be provided to them by the organizer. Each case study will be based on some of the concepts listed above and on students' own experience. Those who have not been a manager will have lived, studied or worked in organisations. Case studies of health services are preferred, but the module has had first-class case studies of organisations such as schools, universities and social work departments. Each student's case study will systematically dissect their concrete management problem using theory taken from lectures and recommended readings.  
A case study related to the student’s previous professional experience of a maximum of 2,500 words which deals with: the presenting problem(s); the wider social, political, financial and organisational context; a diagnosis of the underlying problems; and practical recommendations for management intervention (80%). In addition, students give a group presentation towards the end of the module based on an organisational scenario (20%).  
Resit/deferred/new attempts - The task will be a written essay on a similar topic as the original assessment. |
Assessment dates: Assessments will take place or be due on **27 March 2019**. Resit/deferred/new attempts - the next assessment deadline will be during mid/late September of the current academic year.

Language of study and assessment: English (please see 'English language requirements' below regarding the standard required for entry).

**TIMING AND MODE OF STUDY**

Duration: 5 weeks at 2.5 days per week

Dates: Monday morning to Wednesday lunchtime

Timetable slot: Term 2 – slot D1

Mode of Study: The module is taught face-to-face in London. Both full-time and part-time students follow the same schedule.

Learning time: The notional learning time for the module totals 150 hours, consisting of:
- Contact time ≈ 30 hours
- Directed self-study ≈ 40 hours
- Self-directed learning ≈ 25 hours
- Assessment, review and revision ≈ 55 hours

**APPLICATION AND ADMISSION**

Pre-requisites: This module is suitable for any student at the LSHTM. Students with previous work experience in the health care sector will benefit most from the module.

English language requirements: 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.

Student numbers: 30-35 (numbers may be capped due to limitations in facilities or staffing)

Student selection: Preference will be given to LSHTM MSc students, particularly those registered for specific programmes or who have taken specific prior modules, where applicable and LSHTM research degree students. Other applicants meeting the entry criteria will usually be offered a place in the order applications are received, until any cap on numbers is reached. Applicants may be placed on a waiting list and given priority the next time the module is run.

Partial Registration (partial participation) by LSHTM research degree students is allowed for this module.