

**DOCTOR OF PUBLIC HEALTH PROGRAMME
LONDON SCHOOL OF HYGIENE AND TROPICAL MEDICINE**

COMPULSORY TAUGHT MODULE

**UNDERSTANDING LEADERSHIP, MANAGEMENT & ORGANISATIONS (ULMO)
AUTUMN 2018**

Module aims and objectives

The key aims of this module are to provide you with opportunities to:

- Explore a broad range of management and organisation theories and understand how they relate to organizations
- Critically consider and assess the application of these theories in public health organizations and your own management and leadership practice
- Develop a greater understanding of yourself as a manager and leader in public health
- Explore different aspects of management and leadership issues that managers face.
- Gain an understanding of the relevance of context to the manager's job and the management of organisations.

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

- Demonstrate a critical understanding of different theories concerning the way people working in organizations behave as individuals and in groups
- Cite empirical examples from health sector organizations to support your analyses
- Describe theoretical explanations of how organizational structures, processes and culture influence professional and managerial behaviour and vice versa
- Demonstrate understanding of the nature of power and politics within and between organizations and how this effects leadership and managerial decision-making
- Demonstrate insight and enhanced awareness about yourself as a manager and leader through reflection and an assessment of your personal management and leadership styles.
- Demonstrate an understanding of the role of the external environment in the management of organisations.
- Apply critical thinking and reasoning to the assessment of organizational behaviour

Conceptual Outline

Leadership in public health policy and practice requires two types of skills – those concerned with leadership and management and those relating to improving and shaping policy and practice, involving accessing, understanding, developing, disseminating and facilitating the use of the evidence base for better public health

outcomes. The compulsory taught modules on the DrPH programme focus on both of these sets of skills.

Intelligent leadership and management are essential for the good organisation and delivery of health services, whether as part of a publicly owned health system, such as the NHS, NGOs in remote parts of the world, in 'fragile' states re-building health services after years of conflict or individual hospitals and clinics.

The ULMO module has three elements contained within the lectures and practical sessions. The first provides an understanding of management and organisational theories, which can then be used to inform your own management practice and enable a greater understanding of the world around you. The second is a more personal element, providing you with space to consider your own role as a manager and leader, how you interact with others and to help you understand why others interact with you in the way they do.

The third element, is to provide you with a grounding in theories and literature which *may* inform the research that you undertake as part of your organisation policy analysis.

The course takes a critical approach to organisation and management theories and their application, encouraging students to question and be critical in their thinking and analysis of the theories and concepts that they encounter on the course, particularly measuring these against their own experience and perceptions of reality.

Structure of the Module

The module runs across 10 weeks and teaching takes place on Thursdays and Fridays. Face to face teaching will generally take place in the mornings, although some sessions run for a full day. You may be required to undertake some group work in the afternoons as well as reading and private study. In October, there is a 3 day residential which focuses on personal and professional development. This takes place at a hotel outside London and runs from lunchtime on Wednesday to Friday afternoon (travel and accommodation expenses paid).

The course content includes organisation and management theories and empirical case studies; strategic management; change management; the study of organisations and personal leadership development for public health professionals. Elements of the ULMO module should link with the other Term 1 taught module, Evidence Based Public Health Practice, although we try to minimise any direct overlap.

A detailed timetable containing session outlines, essential and recommended reading will be available at the beginning of term.

Teaching sessions include lectures, journal article discussions, group work, practical case-study sessions and student presentations. Lecturers are sourced from academia as well as from professional management backgrounds.

Reading Materials

There is no core text book for this course, because most management and organization text books focus on the private sector or large-scale organizations and are not specific to healthcare, the public sector or NGOs. If you wish to purchase a text, any of the mainstream Management and Organization textbooks will cover the basic concepts and theories. There are copies of basic management textbooks in the library, such as Huczinski and Buchanan "*Organizational Behaviour*" and, for a more critical perspective, Linstead, Fulop & Lilley "*Management & Organization: A Critical Text*". These types of text book are good reference sources, but they are expensive, so if you do want to buy one, I would advise you to spend time in a good bookshop having a look at different examples so that you can find one that you like. They will all cover the same topics.

A full references list will be provided at the beginning of the term. Once you have registered at the School, you will also find it essential to register with the University of London library in Senate House (which is on Malet Street, to the left as you come out of the main School building on Keppel Street). This will give you access to a range of management and organisation literature and journals (both in the library and on-line) which are not available through the School library.

Assessment

There are two pieces of course work for the module:

- A marked assignment of 4,000 words which is a strategic analysis of an organisation. This is due in by 4.00pm on Friday, 25th January, 2019
- A personal development plan, for which you will receive feedback only, to be handed in on Friday 9th November, 2018.

Module Organiser

Jennifer Gosling is an Assistant Professor at the London School of Hygiene & Tropical Medicine. As well as being the module organiser for ULMO, Jenny is one of six Course Directors for the MSc Public Health. She is the co-organiser of the Health Services Management module and Stream Advisor for the Health Services Management stream both part of the MSc Public Health. After a degree and Masters in politics and sociology, She spent 17 years as a manager in various general practices and NHS Primary Care Trusts before starting a second career at LSHTM. Her principal research interests are management and organisation in primary care, specifically general practice, the impacts of managerialist and neo-liberal reforms on public sector services and related issues of governance.

Module Administrator

Anne-Marie Sue-Patt works in the Teaching Support Office and is based in Room 4, ground floor, Keppel Street, or on extension 2332.

Preparation for the module:

a) If you would like to read something in advance of the course, although it is not a requirement, you could consider either:

- ✓ Minzberg, H (2011) "Managing" London: Financial Times
- ✓ Handy, C (Has been reprinted several times) "Understanding Organizations" London: Penguin Books
- ✓ Lewis, D (2006) "Non-Governmental Organizations, Management & Development" Abingdon: Routledge

b) At the beginning of the module, you will be asked to deliver a 5 minute presentation on your current job role or the one you had prior to enrolling on the DrPH. The aim of the presentation is to enable the group to get to know each other and for me to get to know the group. The presentation should include some or all of the following and anything else that will help us get to know you professionally:

- The structure of the organisation (briefly!) and where you fit in.
- What it does.
- How it is funded.
- Your job title.
- What you do and what that involves.
- Any problems that have been identified with the way this organisation runs and delivers services.
- Any current reforms and re-organisations.
- If you were the CEO, what is the **one** thing you would change? (Remember, more money doesn't solve everything!)