MODULE SPECIFICATION

Academic Year	2026-27
Module Code	PHM210
Module Title	Managing Health Services
Module Organiser(s)	Nicky Macleod
Contact email	For students studying University of London awards (initial registration 2025/2026 and prior years): Enquiries may be made via their Student Advice Centre at: Student Advice Centre. For students studying LSHTM awards (registration in 2026/2027 and onwards): Enquiries should be emailed to: PHsupport@lshtm.ac.uk
Faculty	Public Health & Policy
FHEQ Level	Level 7
Credit Value	**CATS:** 15 **ECTS:** 7.5
Mode of Delivery	Distance Learning
Mode of Study	Directed self-study, through online materials (Virtual Learning Environment)
Language of Study	English
Pre-Requisites	None
Accreditation by Professional Statutory and Regulatory Body	None
Module Cap (Maximum number of students)	None
Target Audience	This module is available to students registered for the DL MSc and PGDip in Public Health. For students who first registered for the MSc Public Health (UoL) prior to 2026/27 the module is recommended for those studying the Health Services Management stream. The module is also open to students on the DL PGDip/MSc Clinical Trials and Epidemiology programmes Alternatively, it can also be taken as an individual module.
Module Description	This module provides insight into management roles and responsibilities together with foundations for managing performance at different levels of an organisation, through

	exploration for health care finance, human resources management, quality management, management for change and leadership.
Duration	Studies for distance learning modules begin in early October. At this time, module materials will be made available on Moodle, once fees have been paid. Students may start their studies at any time from the beginning of October and work through the material until the start of the June examinations. However, students are encouraged to commence their studies in October and work steadily through the materials over the course of the academic year and must adhere to other assessment submission deadlines.
Last Revised (e.g. year changes approved)	May 2026

For students studying UoL awards (initial registration in 2025/2026 and prior years)

Programme(s) This module is linked to the following programme(s)	**Status**
MSc Public Health: Health Services Management (Distance Learning - University of London Worldwide)	Recommended Elective
MSc Public Health (General Stream) (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Environment and Health (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Health Promotion (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Health Economics (Distance Learning - University of London Worldwide)	Elective
PGDip Public Health (Distance Learning - University of London Worldwide)	Elective

For students studying LSHTM awards (registration in 2026/2027 and onwards)

Programme(s) This module is linked to the following programme(s)	**Status**
PGDip Public Health (Distance Learning)	Elective
MSc Public Health (Distance Learning)	Elective

Module Aim and Intended Learning Outcomes

Overall aim of the module
The overall module aim is to: • Develop students' ability to apply concepts and approaches of management, managerial leadership and governance within healthcare systems.

Module Intended Learning Outcomes
Upon successful completion of the module a student should be able to: 1. Analyse the influence of the context of health services and management in health service provision; 2. Define and analyse the key functions involved in funding and purchasing health services; 3. Describe and provide examples of the management and development of people in health services, and human resource management; 4. Apply the principles of performance management and methods for measurement, assessment and improvement of performance and quality; and 5. Critically analyse strategies for managing change in the health context and describe the roles and challenges related to leadership and issues of power and culture.

Indicative Syllabus

Session Content
The module is expected to cover the following topics: 1. The roles and responsibilities for managers in health care, including successful approaches for leadership in health care 2. Health care funding, from a policy and commissioning perspective 3. Human resources management theory and skills 4. Approaches to managing quality and results in health care 5. Techniques for managing change in health care.

Teaching and Learning

Notional Learning Hours

Type of Learning Time	Number of Hours	Expressed as Percentage (%)
Directed self-study	110	73.3
Self-directed learning	0	0
Assessment, review and revision	40	26.7
Total	**150**	**100**

Teaching and Learning Strategy
Learning is via directed self-study. A guide to studying the module is provided, together with access to a range of study resources, discussion forums and online webinar discussion sessions. The textbook that supports this module provides a detailed set of learning objectives at the start of each chapter, and also offers focused reading and various learning activities. Students are strongly encouraged to participate in the module-specific discussions and online webinar discussion sessions to obtain tutor support, and to make use of the LSHTM on-line library resources. Written feedback is provided on submitted assignments.

Teaching and Learning Strategy
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.

Assessment

Assessment Strategy
This module is assessed via a summative Assessed Assignment worth 50% of the student's mark and a summative time-limited assessment that is worth 50% of the student's mark.

Assessment Type	Assessment Length	Weighting (%)	Intended Module Learning Outcomes Tested
Summative Assessed Assignment	3000 words. Note: details about what to include in the word count and the referencing style to be used are provided in the Assignment Instructions. Students should follow these instructions carefully.	50	All
Time-limited assessment	TBC	50	All

The 50% Summative Assessed Assignment for this module can be submitted only once annually (including resits), no later than **31 March** and must be submitted via the online Assignment Management System.

Time-limited assessments for DL modules are held once a year, usually in June (including resits), and will be held online for 2026-27.

For students studying UoL awards (initial registration in 2025/2026 and prior years)
Assessments are held in accordance with University of London's annual guidance.

For students studying LSHTM awards (registration in 2026/2027 and onwards)

Assessments are held in accordance with Chapter 8b of the LSHTM Academic Manual.

Resitting assessment
Resits will accord with Chapter 8b of the LSHTM Academic Manual. The Resit assessment will be the same assessment type as the first attempt (see previous table).

Resources

The following materials are provided to students after registration and fee payment for this module in October:

- A brief guide to studying the module;
- The textbook *Managing Health Services* by Nick Goodwin, Reinhold Gruen and Valerie Iles.
- A reading list including details of both required and optional reading and links to selected papers;
- A list of useful websites;
- Access to the LSHTM Virtual Learning Environment (VLE) - Moodle, where students can access a range of materials, including the materials listed above; participate in module-specific discussion forums and online webinar discussion sessions and access the LSHTM online library resources;

All materials are provided in e-format and may be accessed via the LSHTM VLE – Moodle.

Teaching for Disabilities and Learning Differences

The module-specific site on Moodle provides students with access to the majority of the module learning materials, including a study guide and online reading list (detailing both essential and recommended readings), and additional resources including supplementary exercises, the option to listen to recordings of selected lectures taking place in London. In this module, materials provided include a textbook that is made available to students in e-format. All materials posted up on Moodle areas, including computer-based sessions, have been made accessible where possible. The LSHTM Moodle has been made accessible to the widest possible audience, using a VLE that allows for up to 300% zoom, permits navigation via keyboard and use of speech recognition software, and that allows listening through a screen reader. All students have access to "SensusAccess" software which allows conversion of files into alternative formats.

For students studying University of London awards (initial registration 2025/2026 and prior years: For students with special needs, reasonable adjustments and support can be arranged – details and how to request support can be found on the University of London Worldwide website at: Inclusive practice and Access arrangements | University of London

For students studying LSHTM awards (registration 2026/2027 and onwards): For students who require learning or assessment adjustments and support this can be arranged through the Student Support Services – details and how to request support can be found on the LSHTM Disability Support pages.