

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

COMPULSORY TAUGHT MODULE

**UNDERSTANDING LEADERSHIP, MANAGEMENT & ORGANISATIONS (ULMO)
AUTUMN 2023**

Module aims and objectives

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

- Explore a broad range of leadership, management and organisation theories to develop an understanding of how organisations work and the role of leaders and managers within them.
- Critically consider and assess the application of these theories in public health organisations and your own practice.
- Reflect on and develop a greater understanding of yourself as a manager and leader in public health.
- Gain an understanding of the relevance of context to the leadership and management of organisations.

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

1. Critically evaluate different theories concerning the way people working in organisations behave as individuals and in groups
2. Cite empirical examples from health sector organisations to support your analyses
3. Describe theoretical explanations of how organisational structures, processes and culture influence professional, managerial and leader behaviour, and vice versa
4. Explain the nature of power and politics within and between organisations and how this affects leadership and managerial decision-making
5. Demonstrate insight and enhanced awareness about yourself as a manager and leader through reflecting on your personal management and leadership styles
6. Assess the role of the external environment in the management of organisations.
7. Apply critical thinking and reasoning to the assessment of organisational 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 in high, middle or low income countries, by supranational organisations such as WHO and the UN, or the actions of NGOs.

The ULMO module has three elements contained within the sessions. The first provides an understanding of leadership, management and organisational theories, which can be used to inform your own management practice and enable a greater understanding of the world around you and the organisations within which you work. 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. A 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 initial research study, the organisation policy analysis.

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

Structure of the Module

The module runs across 11 weeks and teaching takes place on Zoom, on Thursdays and Fridays from 14:00 to 16:30 London time (apart from two sessions which will end at 17:00, dates will follow). There will be live sessions as well as pre-recorded lectures, readings and exercises to complete. You are expected to devote **at least two full days per week** to the module and may need to undertake private study and possibly group work in addition to this.

The course content includes, amongst other subjects: organisation and management theories and empirical case studies; the study of organisations; personal leadership development; decolonising management knowledge; and organisational politics.

A detailed timetable containing session outlines 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 come from academia as well as from professional management backgrounds.

Reading Materials

There is no core text book for this course, because most management and organisation 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 organisation textbooks will cover the basic concepts and theories. These types of textbook are good reference sources, but they are expensive, so if you do wish to purchase one, we would advise you to spend time browsing different examples so that you can find one that you like. They will all cover the same broad topics.

Once you have registered at the School, you will also find it **essential** to register with the University of London library in Senate House, using this link:

<https://senatehouselibrary.libguides.com/remote-registration>

This will give you access to a wider range of management and organisation literature and journals than are available through the School library.

Assessment

There is one piece of assessed course work for the module:

- A marked assignment of 5,000 words. This is due in by midday **on Wednesday, 20th December, 2023.**

You will also write an 800-1,000 word annotated bibliography as a mid-term formative assessment (not graded but you will receive feedback). The aim is to begin some foundation work for your main assignment and to enhance your skills in critical reading and writing.

Module Organisers

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 primary care manager in various general practices and NHS Primary Care Trusts before joining LSHTM. Her principal research interests are management and organisation in primary care and the impacts of managerialist and neo-liberal reforms on public sector services and related issues of governance.

Petra Mäkelä: I am a physician in Rehabilitation Medicine by background, and have led inpatient and community services in England and Australasia. As a Darzi Leadership Fellow, I led regional improvement initiatives in trauma services in the NHS in England. Reflecting on my clinical experiences across a range of international healthcare contexts, I became interested in using sociological perspectives to think about what goes on in the everyday work of health and care organisations. I completed a professional doctorate and am currently undertaking research on health and social care service delivery, and

academic policy engagement, as an Assistant Professor in the Department of Health Services Research and Policy at LSHTM. I continue to work clinically with an NGO supporting people who have experienced torture and other forms of violence, and are seeking sanctuary in England.

Module Administrator:

Kai McCarthy

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Optional preparation for the module:

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

- ✓ Girei, E (2017) “Decolonising management knowledge: A reflexive journey as practitioner and researcher in Uganda” *Management Learning* Vol 48, No 4, ps 453-470 <https://journals.sagepub.com/doi/pdf/10.1177/1350507617697867>
- ✓ Reicher SD, Haslam SA & Platow MJ (2018) ‘Shared social identity in leadership’ in *Current Opinion in Psychology* vol 23, ps 129-133 https://research-repository.st-andrews.ac.uk/bitstream/handle/10023/18350/Reicher_2018_COIP_IdentityLeadership_AAM.pdf?sequence=1&isAllowed=y
- ✓ van Dijk, H., 2022. Uncertainty in diverse teams. In *Handbook of Uncertainty Management in Work Organizations*. Oxford University Press. https://pure.uvt.nl/ws/portalfiles/portal/49813568/van_Dijk_Uncertainty_in_diverse_teams.pdf