Module Specification

Module Summary Information

1	Module Title	Leadership Skills and Project Management for Health and Healthcare
2	Module Credits	20
3	Module Level	7
4	Module Code	LBR7399

5	Module Overview

This module explicitly addresses students' personal and/or professional development with a view to enhancing competence for service improvement in a rapidly changing health and healthcare environment. Through a flexible provision, students are inspired to reflect critically upon their individual learning needs as well as their organisations' practices, to appraise and apply concepts from the literature on leadership, to issues of relevance for their role, organisation and overall programme of study.

This module also focuses on pursuing excellence in leadership and project management principles and encouraging practice-led, applied knowledge for students on various MSc courses to lead service improvement and/or policy change effectively and efficiently. This will be achieved by supporting students to work through the technical steps and phases as well as the more practical realities of leading and managing a project; and addressing the more challenging aspects of project management such as demonstrating a need for change, sustaining staff engagement, managing resistance and working across departmental and organisational boundaries.

A range of learning, teaching, and assessment strategies will be employed during this module, reflecting those of the programmes it serves. Among these are 36 hours of scheduled learning and teaching activities comprised of lectures, demonstrations, workshops, discussion forums and tutorials; and 164 hours of independent study. Independent study involves guided reading and self-directed study activities. Feedback will be made available in class or online. Learning resources include: the Module Guide; face-to face contact with the Module Leader or teachers, either in groups or individually; classroom-based learning; and a dedicated Moodle site.

Each student will negotiate the summative assessment with the Module Leader to prepare a Project Management Proposal. Preparation of this proposal helps prepare students to undertake a Project Management for an MSc Dissertation and to prepare bids in the workplace.

6	Indicative Content

Session Topic/s
(incl. delivery style and indicative formative learning activities)

Week 1

Module Overview and Introduction

- This session will welcome students, set expectations for the team dynamic, review the objectives of each weekly session, and demonstrate the relationships of those objectives to the module's learning outcomes.
- This session will also focus on reviewing the purpose of and criteria for formative and summative assessments.
- The last part of the Week 1 Session will review baseline knowledge about leadership and management functions and activities.

Week 2

Development and Interpretations of Theories of Leadership

- Brief review of videos and reading materials **(group discussion)**
- Leadership activity question: 'What was it that made this person a leader'?
  Each student will present briefly, followed by group discussion to identify leadership characteristics

- This session will introduce the evolution and development of leadership theories and models and discuss their practicality in today's environment
  (Lecture and group tasks/demonstrations)

- Review Formative Assessment #2

Week 3

Change Management Theories and Strategies

- Recap the learning outcome(s)
  of last session through group discussion, exercise and/or demonstration
- Review videos and pre-reading questions and answers **(group discussion)**
- This session will focus on types & theories of change through examining essential drivers of change
  (Lecture and group tasks/demonstrations)

Week 4

Effective Coaching and Mentoring

- Recap the learning outcome(s)
  of last session through group discussion, exercise and/or demonstration
- Review of video and reading materials and questions **(group discussion)**
- Formative Assessment #1: Individual action plan presentations to enhance strengths and identify areas for improvement
  (student individual oral presentation followed by peer's discussion and feedback)
- Group tutorial session: The last part of this session will involve **a group tutorial** about individual advancement toward the final summative assessment
  (individual / group discussion)

Week 5

Applied Leadership Skills to Students' Areas of Study

- Recap the learning outcome(s)
  of last session through group discussion, exercise and or demonstration
- Working in groups, students will rotate through stations where they will discuss a series of case studies relating to leadership and change management competencies. After the rotations, each group will present orally on a series of questions.
  (group discussions and presentations)

Week 6

Introduction to Project Management

- Recap the learning outcome(s)
  of last session through group discussion, exercise and/or demonstration
- Review of video questions, reading materials and the interplay of project management with the organisational planning context **(group discussion)**
- This session will introduce the project management life cycle, including its primary drivers and predictable and avoidable pitfalls
  (Lecture and group tasks/demonstrations)
- Lead a **group tutorial session** to encourage students to share their respective topics of choice for the final written paper
  (group discussion)

Week 7

Project Management & Applied Leadership Skills: Project Initiation and Business Case Building

Recap the learning outcome(s) of last session through group discussion, exercise and/or demonstration

- Review of video questions, reading materials and project initiation activities **(group discussion and demonstration)**
- This session will enable students to initiate a project and build a business case to seek project pre-approval through problem identification, goals and objectives development, and stakeholder engagement
  (Lecture/group tasks/ demonstration)
- Continue leading **a group tutorial session** to encourage students to share and discuss their respective topics of choice for the final written paper
  (group discussion)

Conduct a student mid-module evaluation questionnaire

Topic 8

Applied Ethical and Legal Issues in the Students' Areas of Study

- Recap the learning outcome(s)
  of last session through group discussion, exercise and/or demonstration
- Review of case studies' questions and reading materials **(group discussion)**
- This session will focus on the principles of ethical practice to students' areas of study and their contributions beyond the health care environment, to consider the structural conditions that promote or inhibit the development of healthy societies
  (Lecture/group tasks/demonstrations)
- Lead a **group tutorial session** about individual advancement toward the final summative assessment (written proposal) **(individual / group discussion)**

Week 9

Project Management & Applied Leadership Skills: Project Planning and Action Plan Development

- Recap the learning outcome(s)
  of last session through group discussion, exercise, and/or demonstration
- Review of videos' questions and answers, reading and activity materials **(group discussion)**
- This session will demonstrate the major components involve in an effective project planning, such as defining project assumptions and resources, developing teams, schedule, communication plan, and budget for achieving the project objectives
  (Lecture/ group tasks/demonstrations)
- The last part of this session will involve a group tutorial session about individual advancement toward the final summative assessment

(individual / group discussion)
Week 10 Project Management & Applied Leadership Skills: Project Implementation & Monitoring Plan • Recap the learning outcome(s) of last session through group discussion, exercise and/ or demonstration • Review of video questions, activity, and reading materials **(group discussion)** • This session will not only focus on coordinating personnel and resources, but also completing project activities, measuring progress toward project objectives, and taking corrective action when necessary **(Lecture/ group tasks/demonstrations)** • The last part of this session will involve <u>a group tutorial</u> session about individual advancement toward the final summative assessment **(individual / group discussion)**
Week 11 Project Management & Leadership Skills: Project Close-out & Evaluation Plan • Recap the learning outcome(s) of last session through group discussion, exercise, and/or demonstration • Review of video questions, activity, and reading materials **(group discussion)** • This session will include processes for bringing the project to an end through approval of meeting objectives; and review of project limitations and lessons learned **(Lecture/ group tasks/demonstrations)** • The last part of this session will involve <u>a group tutorial session</u> about individual progress toward the final summative assessment **(individual / group discussion)**
Week 12 Scheduled Individual Tutorial Sessions / Submission Preparation

7	**Module Learning Outcomes** **On successful completion of the module, students will be able to:**
1	Critically appraise and examine theories, concepts and processes of leadership, with application to today's challenges in an ever-changing health and healthcare environment.
2	Explore theories and types of change and explain the social, political and economic factors that may influence the process and speed of a pragmatic change, including key ethical and legal issues within the student's area of study.
3	Demonstrate an understanding and rigorous application of skills, techniques and planning tools required in working through the steps and phases of project management.
4	Demonstrate abilities and competencies in creating appropriate and unique solutions while managing and working with the challenges of project delivery.

8	**Module Assessment**		
Learning Outcome			
	Coursework	**Exam**	**In-Person**
1 – 4	**X**		

9	Breakdown Learning and Teaching Activities	
Learning Activities	**Hours**	
Scheduled Learning (SL) includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable	36	
Directed Learning (DL) includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE	24	
Private Study (PS) includes preparation for exams	140	
Total Study Hours:	200	