

### MODULE OUTLINES

#### 1. YOU, AS A LEADER: PERSONAL AND ORGANISATIONAL DEVELOPMENT (30 credits)

The module aims to support students in their personal leadership development and enable them to make a positive contribution to organisational development. The module includes learning and its application in the following areas:

- Theories of personal learning and reflection with the context of leadership relating to self, team, organisations and wider systems and societal contexts;
- The practice and application of personal development tools, including personal development plans (PDPs), reflective journals and diaries, listening skills, presentation skills and communication and performance skills;
- The role of action learning in the pursuit of improved personal and organisational development;
- The development of personal goals and objectives within the context of the short, medium and the long-term strategies of organisations, taking account of internal and external drivers;
- The role of the leader as an enabler and change agent.

#### 2. LEADING TEAMS THROUGH PURPOSE: ORGANISATIONAL BEHAVIOUR AND CHANGE (30 credits)

The module provides an overview of organisational behaviour history, theories and practice, in the context of leading people with purpose. The module includes learning and its application in the following areas:

- Introduction to theories around leadership and organisational behaviour in relation to self, team, organisations and wider systems and societal contexts;
- History of organisational behaviour theories, current leadership challenges, NHS Healthcare Leadership Framework, future leadership challenges;
- Comparison and contrasting of management and leadership theories and behaviours;
- Introduction to values and ethics in organisations;
- Leading change, stakeholder analysis and dealing with resistance to change (including process mapping and service improvement methodologies);
- Definitions and drivers of organisational culture, politics, power and influence;
- Communication and managing conflict;
- Theories and processes of motivation, goal and objective setting and performance management;
- Staff and public engagement, including collective leadership and patients as leaders;
- Workplace stress, resilience, frustration induced behaviour and organisational citizenship;
- Groups in organisations, including the darker side of groups;
- Introduction to the nature of learning in organisations;
- Individual differences (A range of psychometrics instruments will be used).

### **3. LEADING ORGANISATIONS THROUGH TRANSFORMATION: SERVICE IMPROVEMENT (30 credits)**

The module includes learning and its application in the following areas:

- Understanding systems and apply this within complex adaptive systems;
- Introduction to key ideas and principles from operations management and the leader role;
- Quality, safety and performance in healthcare;
- Process improvement techniques, including lean, six sigma and theory of constraints;
- Process improvement tools, including process mapping and SPC;
- Applications of process improvement in healthcare;
- Introduction to data analytics and its application in strategic leadership and management;
- Modelling and analysis of healthcare systems;
- Tools for designing, testing and developing new service or business models;
- The role of heuristics in improving problem solving and decision-making processes within the increasingly complex of strategic leadership and envisioning within healthcare systems.

### **4. LEADING ORGANISATIONS THROUGH VISION: STRATEGIC AND ETHICAL LEADERSHIP (15 credits)**

The module provides an overview of strategic leadership, management and governance within the context of organisational values and vision taking account of core competencies, personal values and interests. The module includes learning and its application in the following areas:

- Theories of leadership in relation to self, team, organisations and wider systems and societal contexts;
- Theories and models of ethics in the pursuit of authentic leadership;
- The role of values and vision in setting the core purpose and strategic activities of the organisation within its healthcare setting;
- The development of the core purpose in setting the long-term strategy, taking account of internal and external drivers;
- The role of the leader as an enabler and change agent.

### **5. LEADING THROUGH NETWORKS: COLLECTIVE LEADERSHIP (15 credits)**

The module encourages students to think more broadly in terms of the collective leadership required both within and without their own organisation. This focuses on the importance of networks and the need for shared and distributed leadership in both defining and improving network relationships and outcomes. The module includes learning and its application in the following areas:

- Theories of leadership in relation to shared and distributed leadership within the context of complex, dynamic and highly changeable situations;
- An overview of network theory as it relates to collective leadership, including a focus on the importance of, and challenges to, the development of social capital;

- The application of practical theories and tools to improve collective leadership skills including influence and persuasion skills within the context of negotiation strategies and tactics;
- The development of collective leadership as a means of aligning clinical and administrative (operational) leadership and governance, taking account of both professional and managerial pathways;
- The role of networked leadership as a means of developing coordinated care and enabling the concept of the 'patient' leader.

### **6. LEADING SYSTEMS: HEALTH SYSTEMS AND POLICY (15 credits)**

The module includes learning and its application in the following areas:

- The Health Policy Framework: Context, process and actors;
- Environmental analysis application identifying Political, Economic, Social and Technological drivers for changes in healthcare;
- The policy process;
- Power and the policy process;
- Agenda setting for policy;
- Policy windows;
- Policy implementation;
- Evaluation of Policy;
- Policy transfer from county to country.

### **7. LEADING IN THE WIDER CONTEXT: HEALTH ECONOMICS AND ITS ENVIRONMENT (15 credits)**

The module includes learning and its application in the following areas:

- The role of health economics in policy making;
- Why are the economics of health care different?;
- The different aims of international health systems;
- Treatment and non-treatment outcome, including prevention;
- The allocation of resources: rationing and priority setting in different health economies;
- Evaluating what works: cost-benefit/cost-utility/cost-effectiveness analysis;
- The role of markets and market failure;
- The 'choice' agenda: does it improve health care?.

**8. APPLIED RESEARCH IN THE WORKPLACE: RESEARCH AND EVALUATION (30 credits)**

The module will provide an overview of applied research methodology and practice encompassing the following key themes:

- Introduction to the philosophical and practical aspects of applied research in healthcare organisations;
- Research ethics: Conducting research with integrity and sensitivity;
- Introduction to evidence synthesis: effective searching and reviewing of literature for the purpose of framing and development of research studies;
- Introduction to the theory and practice of qualitative research methodologies, including structured observation, in-depth interviewing and focus groups;
- Designing and conducting effective surveys: an introduction to question types, scaling methods and maximising response rates;
- Interpreting and conducting statistical analysis of quantitative data: developing the competence to carry out simple parametric and non-parametric analyses such as Chi<sup>2</sup>, T-test and correlations;
- Participatory research designs: stakeholder analysis and involvement;
- Introduction to evaluation as “applied research with a formative purpose”;
- Effective scientific writing for the purposes of social science outputs;
- Dissertation guidance: an outline of how to conduct an effective dissertation: the dissertation process, its content and structure.