



MODULE SPECIFICATION

Academic Year (student cohort covered by specification)	2021-22
Module Code	PHM212
Module Title	Organisational Management
Module Organiser(s)	Deirdre Byrne
Contact email	<p>The LSHTM distance learning programmes and modules are run in collaboration with the University of London. Enquiries may be made via their Student Advice Centre.</p> <p>(Enquiries from face-to-face i.e. London-based the LSHTM MSc or research students regarding study of DL modules should be emailed to: distance@lshtm.ac.uk).</p>
Faculty	Public Health & Policy: The London School of Hygiene & Tropical Medicine https://www.lshtm.ac.uk/research/faculties/php
FHEQ Level	Level 7
Credit Value	CATS: 15 ECTS: 7.5
HECoS Code	100815: 100089
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. It is recommended for students studying the MSc in Public Health: General stream and compulsory for Health Services Management stream. The module is also open to students on the DL PGDip/MSc Clinical Trials and Epidemiology programme. Alternatively, it can also be taken as an individual module.

Module Description	The module provides students with knowledge and understanding of behaviour in organisations at individual, group and organisational levels. Students are provided with the theoretical underpinnings relevant to the motivation of employees and effective leadership of public health/health care organisations.
Duration	Studies for distance learning modules begin in early October. At this time, module materials will be made available on Moodle and the module textbooks will be made available in e-format, or hard copy, 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)	March 2021

Programme(s)	Status
This module is linked to the following programme(s)	
MSc Public Health: Health Services Management (Distance Learning - University of London Worldwide)	Compulsory
MSc Public Health (General stream) (Distance Learning - University of London Worldwide)	Recommended Elective
PGDip Public Health (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
PGDip/MSc Clinical Trials (Distance Learning - University of London Worldwide)	Elective
PGDip/MSc Epidemiology (Distance Learning - University of London Worldwide)	Elective

Module Aim and Intended Learning Outcomes

Overall aim of the module
The overall module aim is to: <ul style="list-style-type: none"> • Enable students to apply knowledge of organisational structures and theoretical underpinnings relevant to the motivation of employees and effective leadership of public health/health care organisations.

Module Intended Learning Outcomes

Upon successful completion of the module a student will be able to:

1. Demonstrate knowledge and understanding of organisational management, leadership and related aspects of organisational behaviour including current trends of managing health care organisations;
2. Critically assess a range of concepts and theories of organisational behaviour with a particular focus on management and leadership and their contribution to understanding people's behaviour in the workplace;
3. Accurately apply knowledge and skills of organisational management and leadership to solve problems and achieve organisational goals in a health care context.

Indicative Syllabus

Session Content

The module is expected to cover the following topics:

- Section 1 provides an introduction to organisational management, the roles managers occupy within organisations and management in a health care context;
- Section 2 focuses on the structure and culture of organisations and how this impacts on achieving organisational objectives;
- Section 3 takes a closer look at the relationship between the individual and the organisation, focusing on communication and motivation;
- Section 4 explores the factors influencing the performance of groups and teams working in a health care context and introduces the concepts of power and conflict in organisations. This section also considers the main theories of leadership, and leadership in a health care context;
- Section 5 explores organisational change, the principles of strategic change management and management and leadership of the change process.

Throughout the module, case studies and examples provide students with opportunities to apply the concepts and theories to a health care context and to reflect on their own work experience.

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. The essential materials are provided: a study guide comprising learning sessions, together with required reading from two management textbooks. Further, students are provided with access to a range of study resources, further readings, discussion forums and online webinar discussion sessions. One of the textbooks 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.

Assessment

Assessment Strategy

This module is assessed via one required assignment worth 30% of the student's mark and a summative exam of 2 hours and 15 minutes that is worth 70% of the student's mark. For the summative exam, students are advised to spend the first 15 minutes reading the instructions and questions.

Summative assessment

Assessment Type	Assessment Length	Weighting (%)	Intended Module Learning Outcomes Tested
Assessed Assignment	Please see the Assignment Instructions for details.	30	All
Exam	2 hours and 15 minutes	70	All

Assignments for this module can be submitted only once annually, no later than 31 March and must be submitted via the online Assignment Management System.

Timed examinations for DL modules are held once a year, in June (including resits). Examinations in 2021/22 will either be taken in a student's country of residence in one of over 650 [examination centres worldwide](#) or will be held online. If the June 2022 module exam is held at a local examination centre, a local fee will be payable direct to the exam centre. This fee will be in addition to the module fee and is set by, and paid directly to, the individual examination centre. The level of local examination centre fees varies across the world and neither the University of London nor the LSHTM have any control over the fee amount. If the June 2022 module exam is held online, no additional exam entry fee will be payable. (Note that for those resitting module assessments, a fee will be payable.)

Resitting Assessment

Resits will accord with the LSHTM's [Resits Policy](#).

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 September/October:

- A brief guide to studying the module;
- The module study guide, comprising online study sessions and specified readings from the textbooks provided;
- The textbooks *Understanding Organizations* by Charles Handy and *Organizational Behaviour* 10th Edition by David Buchanan and Andrzej Huczynski.
- Details of optional readings and links to selected papers;
- A list of useful websites;
- Module-specific discussion forums;
- Online webinar discussion sessions (live discussion sessions which focus on selected topics) at key points in the study year;
- Interactive quiz;
- Access to the LSHTM online library resources.

Please note one of the textbooks will be made available in hard copy, and one will be made available in e-format or hard copy. All other materials 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 with instructions for compulsory readings, an online recommended reading list, and additional resources including supplementary exercises. Module materials include two text books that are made available to students in either hard copy or 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 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

<https://london.ac.uk/applications/how-it-works/inclusive-practice-access-arrangements>