

Course structure

<u>Module 1</u>	<u>Module 2</u>	<u>Module 3</u>	<u>Module 4</u>	<u>Module 5</u>	<u>Module 6</u>	<u>Module 7</u>	<u>Module 8</u>	<u>Dissertation</u>
<u>Certificate</u>								
<u>Diploma</u>								
<u>Masters</u>								

Certificate in Medical Leadership

Module one:

Understanding organisations and change

This module provides an introduction to the wide range of approaches used in analysing and changing organisations. Emphasis is placed on the contrasting views of different stakeholders and the role of theory and data in understanding organisations. Evidence-based and reflexive practice is evaluated in this module.

Topics covered include:

- corporate strategy
- organisational development
- culture, power and individual roles in

Module two:

Leading and developing people

Participants explore the fields of human resource management and human resource development, including change management, flexible working and professionalism.

Topics covered include:

- contemporary research and debates in the fields of human resource management (HRM) and human resource development (HRD)
- theories relating to motivation, commitment and engagement at work and how these are put into practice by

leading, influencing and responding to organisational change

- developing a critical appreciation of work in this field
- to provide a sound basis from which to explore, evaluate and critique any issue within organisational behaviour.

organisations

- the characteristics of effective leadership and the methods used to develop leaders in organisations
- promotion of flexible working and effective change management in organisations
- the aims and objectives of the HRM and HRD function in organisations and how these are met in practice
- the contribution made by HRM and HRD specialists in different types of organisation
- professionalism and an ethical approach to HRM and HRD practice in organisations.

Module three:

Employee relations and motivation

This module examines contemporary work motivation theories within a coherent framework, and the factors which lead to high performance.

Topics covered include:

- content, need, process, and cognitive

Module four:

Selection and assessment

This module covers a range of issues relating to the selection and assessment of leaders and others at work.

Topics covered include:

- psychological processes involved in assessment and selection

- theories of work motivation
- identification of performance criteria and measurement of performance
- explanations for high performance
- the relationship between performance and a variety of organisational variables such as pay, leadership, job design, technical change, involvement and commitment, and goal setting
- diversity
- the psychological contract.
- what 'good job performance' consists of
- the notion of competencies and its advantages and disadvantages
- the nature of cognitive ability and personality, and how these can be assessed
- the degree to which different personnel selection methods (a) accurately predict future work performance, and (b) result in adverse discrimination against people from ethnic minorities and other protected groups.

Diploma in Medical Leadership

Module five:

Research methods for medical leadership in practice

Participants will apply basic principles and research findings from a range of organisational disciplines to real situations in their place of work.

Topics covered include:

- the use of appropriate instruments, tools, models and approaches in diagnosing problems

Module six:

Life career development

This module examines the concept of 'career' from a variety of perspectives.

Topics covered include:

- the process of occupational and professional choice and socialisation
- the different types of career path
- representing people's careers and supporting career development

- identifying appropriate action to be taken to address organisational problems
- implementing and managing change
- the role of medical leadership in practice and the scope and limitations of medical leadership in achieving more effective management in healthcare organisations.
- life career development and how to make role transitions, such as that between clinical and managerial positions.

Module seven:

Work and well-being

The constructs of work and well-being are considered in a broad way. Participants consider work factors such as job characteristics, events and activities at work, the non-work environment and the absence of work or unemployment, and well-being encompasses such phenomena as moods, emotions, strain and satisfaction.

Topics covered include:

- understanding of the main meanings for work and well-being and the established links between the two
- understanding and critical evaluation of the main theories associated with

Module eight:

Leadership and performance management

The main focus of this module is on leadership and managing performance.

Topics covered include:

- leadership and management
- the nature of performance at different levels
- leadership from a leader's perspective
- leadership from followers' perspectives
- the nature of performance (motivation and other internal antecedents of performance, why do performers perform?)
- the job/work itself and performance; goal-setting, smart working, meaningful work

- wellbeing in the context of work
- understanding of the main literature surrounding stress and resilience in the workplace
 - understanding of the main approaches to evaluating well-being and a critical evaluation of the ways in which extant studies link well-being to organisational performance
 - appreciation/evaluation of the range of interventions associated with enhancing employee well-being and their reported efficacy.
 - from performance appraisal to performance management
 - performance and rewards, performance-related pay and total reward
 - employee engagement
 - high-performance work systems.

Masters

Pre-dissertation day

An opportunity to present an initial research proposal to tutors and peers and receive feedback to shape ideas and refine arguments for their masters dissertation.

Masters

The masters component focuses on organisational and management research, with students producing a 10 000 word dissertation on their chosen area of study. This can be completed in the same year as the diploma level, or more commonly, will be completed in a separate third year. Students will be assigned a tutor to provide personalised support and

guidance to produce a research paper.

Individual tutorial meetings are held throughout the year, in person in London, or via video-/tele-conference.
