

1. Programme title(s):

MSc/Postgraduate Diploma*/Postgraduate Certificate* in Healthcare Management

*Approved as exit awards only

2. Awarding body or institution:

University of Leicester

3. a) Mode of study:

Full-Time

b) Type of study:

Campus-based

4. Registration periods:

The normal period of registration for the MSc Healthcare Management is 12 months

The maximum period of registration for the MSc Healthcare Management is 24 months

5. Typical entry requirements:

This programme is designed primarily for intercalating medical students to take between their third and fourth years of medical studies. As such it is expected that such students will be in the 9th decile or above of their degree. Non intercalating students would be expected to have a medical degree or a degree in a closely related subject at 2.1 standard or equivalent or substantial practical healthcare management experience. For students whose first language is not English, the English Language requirement is an IELTS 6.5 or TOEFL 90. Students who complete 2+1 undergraduate degrees where the 2 is not taught in English must still meet the University IELTS requirement.

6. Accreditation of Prior Learning:

Will be considered on a case by case basis.

7. Programme aims:

The programme aims to

1. provide students with a rigorous healthcare management curriculum covering the main theories, models, frameworks, and techniques of management and the particular context of healthcare to prepare them for a career in healthcare management or for further study in the area;
2. enable the study of healthcare management and organisations in an historical, international and comparative framework recognising the structures of the NHS and the stakeholders served;
3. critically analyse and evaluate healthcare management problems and issues, covering the external economic, political, social, and technological, contexts within which the NHS operates and managers work;
4. enable students to critically evaluate the published literature on healthcare management and to synthesise the range of issues and perspectives which inform research and practice in the field;

5. provide students with an appreciation of the importance of information to managers and organizations within a knowledge-based economy. This will include an identification of appropriate methodologies for data acquisition, assessment, analysis and dissemination.
6. enable course members to integrate and apply systematically and creatively the knowledge, approaches, and methods that they have learnt to a variety of case studies and a dissertation.
7. enable course members to develop their interpersonal, communication, and problem-solving skills, and to use these in an imaginative and self-directed way that will allow them to identify problems, evaluate and analyse situations, consider alternative solutions, make choices, and implement solutions.

8. Reference points used to inform the programme specification:

- University of Leicester Discovery-Led and Discovery-Enabling Learning Strategy 2016-2020
- University of Leicester Periodic Developmental Review Report
- QAA Benchmarking Statement for Business and Management
<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/Subject-benchmark-statement-Masters-degrees-in-business-and-management.aspx>
- QAA Frameworks for Higher Education Qualifications,
<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Documents/FHEQ08.pdf>
- CMI Accreditation Benchmarks
- University of Leicester Senate Regulations:
<http://www2.le.ac.uk/offices/sas2/regulations/documents/general-regulations.pdf>
- Annual and Periodic Developmental Review
- External Examiners' reports
- Student Feedback (formally through questionnaires and Staff-Student Liaison Committees; informally, for example, through student contact with module tutors, personal tutors, and programme leaders)
- The requirements of the Equality Act 2010
- The University's Widening Participation Strategy
- The University's Equal Opportunities Statement

9. Programme Outcomes:

Unless otherwise stated, programme outcomes apply to all awards specified in 1. Programme title(s).

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<i>(a) Discipline specific knowledge and competencies</i>		
Knowledge		
<p>Certificate Knowledge of a core of management subjects including the business environment, accounting, finance, economics, organisational behaviour, strategy. Knowledge of the NHS and healthcare management specific topics.</p> <p>Diploma In addition to the core knowledge outlined above, knowledge of leadership topics.</p> <p>Masters In addition to the above knowledge of the research methods used in management research and what constitutes a methodology. Ability to synthesise and integrate knowledge across the core management subjects</p>	<p>Certificate Lectures, group discussion, directed reading and exercises, private study, assignment feedback: formative and summative</p> <p>Diploma As above</p> <p>Masters In addition to the above, the dissertation research process, research methods training</p>	<p>Certificate Essays (individual), group discussions, examinations, case study exercises.</p> <p>Diploma As above</p> <p>Masters In addition to the above the research proposal, ethics approval and dissertation</p>
Concepts		
<p>Certificate and Diploma Ability to explain the core concepts of healthcare management as they relate to organisations, the business context, and finance.</p> <p>Masters In addition to the above, ability to apply the above theories to analyse organisational case studies within the NHS.</p>	<p>Certificate and Diploma Lectures, group discussion, directed reading, assignment feedback, private study.</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1), independent research.</p>	<p>Certificate and Diploma Essays (individual), group discussions, examinations, case study exercises.</p> <p>Masters In addition to the above, the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Techniques		
<p>Certificate and Diploma Ability to: demonstrate knowledge of key theories and concepts; select relevant material from academic readings and demonstrate familiarity with the conventions of academic writing and associated referencing techniques; undertake qualitative, numerical and statistical evaluation as a means to analyse a management problem.</p> <p>Masters In addition to the above, mastery of a range of methodological tools used to investigate topics in healthcare management. Ability to be able to differentiate the conditions when either qualitative or quantitative data analysis should be used and/or be able to identify the conditions under which it is appropriate to combine different techniques</p>	<p>Certificate and Diploma Independent research, lectures, group discussion, directed reading and exercises, self directed private-study. Assignment feedback, formative and summative.</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1 to 1), independent research, lectures and seminars designed to support the preparation of the research proposal.</p>	<p>Certificate and Diploma Essays (individual), group discussions, examinations, case study exercises</p> <p>Masters In addition to the above, the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Critical analysis		
<p>Certificate and Diploma Ability to reflect critically on both the academic discipline of healthcare management and the functions of management in a healthcare context.</p> <p>Masters In addition to the above, demonstrate understanding of different cultural, environmental and organizational contexts and to appreciate theory and practice appropriate to these contexts</p>	<p>Certificate and Diploma Independent research, lectures, group discussion, directed reading and exercises.</p> <p>Masters In addition to the above the presentation of a substantial piece of research culminating in the dissertation document</p>	<p>Certificate and Diploma Essays (individual), group discussions, examinations, case study exercises.</p> <p>Masters In addition to the above, the dissertation</p>
Presentation		
<p>Certificate and Diploma Ability to differentiate between relevant and non-relevant material; to write up and deliver written work to a professional standard.</p> <p>Masters In addition to the above, ability to organize research material in a manner appropriate to the medium that is to be assessed (i.e. professional report, research proposal or dissertation)</p>	<p>Certificate and Diploma Lectures, group discussion, directed reading and exercises</p> <p>Masters In addition to the above the presentation of a substantial piece of research culminating in the dissertation</p>	<p>Certificate and Diploma Essays (individual), group discussions, computer based exercises, examinations, case study exercises.</p> <p>Masters In addition to the above, the dissertation.</p>
Appraisal of evidence		
<p>Certificate and Diploma Ability to locate, organise and assess data, analyse complex ideas and understand and criticise different arguments.</p> <p>Masters In addition to the above, the ability to mount and sustain an independent level of inquiry at an advanced level</p>	<p>Certificate and Diploma Independent research, lectures, group discussion, directed reading and exercises.</p> <p>Masters Dissertation research</p>	<p>Certificate and Diploma Essays (individual), group discussions, computer based exercises, examinations, case study exercises</p> <p>Masters Dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<i>(b) Transferable skills</i>		
Research skills		
<p>Certificate and Diploma Ability to demonstrate intellectual independence, through identifying a credible research project, drawing up a realistic timetable, reflecting on and 'writing up' results.</p> <p>Masters In addition to the above, ability to plan research projects based on focused research questions, conduct significant background research and literature surveys, collect and analyse data which is relevant to research questions, report on findings demonstrating an ability to critique the data from competing viewpoints, construct an informed critical argument at an advanced level</p>	<p>Certificate and Diploma Research methodology module, supervision, independent research and group work.</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1), independent research</p>	<p>Certificate and Diploma Essay assignments (formative and summative), examinations</p> <p>Masters In addition to the above the research proposal, dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Communication skills		
<p>Certificate and Diploma Ability to work collaboratively and responsibly in groups. Knowing how and when to draw on the knowledge and expertise of others; ability to contribute & comment on ideas in group discussions. Ability to demonstrate clarity, fluency and coherence in written expression of management issues and debates in a manner appropriate to the audience.</p> <p>Masters In addition to the above, ability to produce a dissertation that is logically structured and written with clarity and precision.</p>	<p>Certificate and Diploma Lectures, group discussions/ problem solving exercises.</p> <p>Group work, lectures and through addressing the requirements of progressive modes of assessment.</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1), independent research</p>	<p>Certificate and Diploma Group exercises, contributions to discussions, and assignments.</p> <p>Masters In addition to the above the research proposal, dissertation</p>
Data presentation		
<p>Certificate and Diploma Ability to locate, organise and marshal evidence, and articulate it accurately in a written or spoken format, in a manner appropriate for the required audience.</p> <p>Masters Ability to organize research data into graphical and statistical summaries where relevant</p>	<p>Certificate and Diploma Synchronous and asynchronous lectures, case study exercises, self-directed private study.</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal</p>	<p>Certificate and Diploma Assignments, case study exercises.</p> <p>Masters In addition to the above the research proposal and dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Information technology		
<p>Certificate and Diploma Ability to construct and present quantitative and qualitative data clearly, effectively using IT sources where appropriate.</p> <p>Masters In addition to the above, ability to use, if necessary, data analysis software that is relevant to a dissertation (e.g. SPSS)</p>	<p>Certificate and Diploma Lectures and seminars, self-directed private study</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal</p>	<p>Certificate and Diploma Essay assignments, examinations</p> <p>Masters In addition to the above the research proposal and dissertation</p>
Problem solving		
<p>Certificate, Diploma and Masters Ability to refine problems into researchable questions.</p> <p>Ability to identify and locate relevant data and source material.</p> <p>Ability to use material to address problem and come up with answers or solutions.</p>	<p>Certificate and Diploma Research methods classes and independent research</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1 to 1)</p>	<p>Certificate and Diploma Essays and examinations</p> <p>Masters In addition to the above, independent research, particularly that leading to dissertation.</p>
Working relationships		
<p>Certificate and Diploma Ability to work collaboratively and responsibly in groups.</p> <p>Masters In addition to the above, knowing how and when to draw on the knowledge and expertise of others; ability to contribute & comment on ideas in group discussions.</p>	<p>Certificate and Diploma Group work, seminars and lectures.</p> <p>Masters In addition to the above: the establishment of a working relationship with the dissertation supervisor (or the resolution of any problems through consultation with the Personal Tutor and the Programme Leader)</p>	<p>Certificate and Diploma Group discussions, group exercises, and group assessment</p> <p>Masters In addition to the above; the dissertation</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Managing learning		
<p>Certificate and Diploma Ability to plan and construct responses to a brief, drawing upon a range of appropriate sources.</p> <p>Ability to reflect upon behaviour and skills with a view to personal and professional development.</p> <p>Masters In addition to the above: ability to identify a credible research project; construct a feasible research timetable; carry out independent research</p>	<p>Certificate and Diploma Independent research, lectures, and group-work, directed reading and exercises</p> <p>Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions</p> <p>Masters In addition to the above: the dissertation supervision process (group and 1-to-1),</p>	<p>Certificate and Diploma Assignment essays and examinations.</p> <p>Group and individual exercises, discussion within forums, assignments, case study exercises.</p> <p>Masters Research Proposal; Dissertation</p>
Career management		
<p>Certificate and Diploma Ability to reflect on motivation, strengths, interests and skills with a view to personal and professional development.</p> <p>Masters In addition to the above, if appropriate, ability to research an area which may be relevant to the student's career preferences.</p>	<p>Certificate and Diploma Directed reading, lectures, group discussions and peer to peer feedback, problem solving sessions, independent research.</p> <p>Masters In addition to the above; the dissertation supervision process</p>	<p>Certificate and Diploma Group and individual exercises, discussion within forums, assignments, case study exercises.</p> <p>Masters Dissertation</p>

10. Special features

This programme is designed specifically with intercalating medical students in mind. The programme is intended to be studied between the third and fourth year of a medical degree. As such, the timetable for this course will be slightly compressed. In order to allow intercalating medical students to return to the fourth year of their medical degrees it is anticipated that dissertations will be handed in in mid August. To allow for this no second term modules have examinations and three of the four modules including research methods for healthcare managers will be taught in block formats. This will mean that students can start working on their dissertations relatively early (late in the second term) and not have to participate in the exam period meaning they should have adequate time to complete the dissertation.

11. Indicators of programme quality

Academic quality will be maintained by adhering to School practice and University regulations. Programmes are carefully planned and reviewed internally on a yearly basis through the ADR mechanism. External examiners of programme content and marking will provide external validation and comparison to programmes offered by competitors. Coordination and alignment between the programme teaching team and professional services ensures a consistent and high quality academic experience for the students.

12. Scheme of Assessment:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

13. Progression points

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study. In cases where a student has failed to meet a requirement to progress he or she will be required to withdraw from the course and a recommendation will be made to the Board of Examiners for an intermediate award where appropriate.

14. Rules relating to re-sits or re-submissions:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

15. External Examiners reports

16. Additional features (e.g. timetable for admissions)

Appendix 1: Programme structure (programme regulations)

Module code	Module title	Credits
Core Modules		
Semester 1& 2		
MN7400	Academic Skills	0
Semester 1		
MN7401	Organisational Behaviour	15
MN7402	Business Economics	15
MN7403	Accounting and Finance for Managers	15
MN7415	Managing Clinical Professionals in Healthcare	15
Semester 2		
MN7405	Strategic Management	15
MN7005	Foundations of Leadership	15
MD7459	Leading, Managing and Organising Quality and Safety in Healthcare	15
MN7418	Research Methods for Healthcare Managers	15
Term 3		
MN7419	Dissertation	60

Appendix 2: Module specifications

See module specification database <http://www.le.ac.uk/sas/courses/documentation>