

PROGRAMME SPECIFICATION

This document describes the **Master of Science and Postgraduate Diploma in Leadership and Management in Health**. This specification is valid for new entrants from **September 2011**.

The aims of this programme

- To equip students with the knowledge and skills required to enable them to enter and/or continue at a more competent level in the professional practice of health management.
- To develop their leadership competency.
- To provide a critical understanding of the body of academic knowledge relevant to leadership and management and its application in practice.
- For students undertaking the MSc degree, to offer an opportunity to research a specific area leadership and management in health in depth by means of a Master's level dissertation.

The full-time programme is delivered over one year of full-time study (50 weeks) Whilst being a self-contained degree in its own right, the programme provides suitable and recognised qualifications for entry to PhD study in the same or a closely related field.

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This document provides a summary of the main features of the programme(s), and of the outcomes which a student might reasonably be expected to achieve. Further information is contained in the College prospectus, the College Regulations and in various handbooks issued to students upon arrival. Whilst Royal Holloway keeps all its information for prospective applicants and students under review, programmes and the availability of individual courses are necessarily subject to change at any time, and prospective applicants are therefore advised to seek confirmation of any factors which might affect their decision to follow a specific programme. In turn, Royal Holloway will inform applicants and students as soon as is practicable of any substantial changes which might affect their studies.

Learning outcomes

Teaching and learning in the programme are closely informed by the active research of staff. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes.

Knowledge and Understanding

Upon successful completion of the course, students should be able to:

- The changing contexts of health services requirements from different stakeholder perspectives.
- The social, economic, political, ethical and technological developments which inform and influence health services strategy, policy, and practice.
- Models and strategies to lead and manage change and innovation in service delivery.
- How evidence can be used to inform and evaluate practice of leadership and management in health.
- The key factors influencing human behaviour in organisations at individual, group and organisational level.
- How information can be used to make well-informed decisions as a strategic manager.
- How service quality and performance is measured, monitored and achieved
- How to apply marketing principles appropriately to public, private and voluntary sector organisations.

- Public and private sector finance and how to apply principles appropriately to cost management and budget control.
- How to undertake independent research that contributes to the development of management practices based on evidence.

Cognitive Skills

On completion of the programme students will be able to:

- Demonstrate critical understanding of developments in both the theory and practice of leadership and management in health.
- Critically evaluate the evidence-base that underpins the practice of management and leadership in health.
- Organise and synthesise complex information from a variety of data sources.

Practical Skills

On completion of the programme students will have acquired the following transferable skills:

- Self Awareness Skills: critically reflect on their experiences and discussions surrounding leading and managing in the environment in which health professionals operate; reflect on the personal drive and individual capacities to lead and manage in the health context, including their professional and ethical behaviour, personal integrity, strategic thinking, and political astuteness
- Communication Skills: present, challenge and defend ideas effectively in writing and, if appropriate, orally.
- Interpersonal Skills: Work well in multidisciplinary teams, showing sensitivity and respect for diverse values and beliefs.
- Creativity and Problem Solving Skills: Use analytical and intuitive/creative thinking to view problems from a range of perspectives to find creative solutions; apply the professional competences relevant to the practice of health management as a "thinking performer".
- Research and Information Literacy Skills: Search for and select relevant sources of information; critically review the relevant literature; accurately cite and reference information sources; critically evaluate the role and importance of a variety of research techniques for collecting and analysing data, taking account of ethical constraints and showing sensitivity to the organisational context, where appropriate.
- Numerical Skills: Show proficiency in the gathering, processing, analysis and interpretation of quantitative data to inform judgements and decisions.
- Management and Leadership Skills: Demonstrate people management and leadership qualities in empowering others, leading change, and collaborative working; critically evaluate and develop own leadership style.

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Teaching, learning and assessment

Teaching and learning is by means of lectures, seminar discussions, oral presentations, guided independent research, guided independent study, assignments essays, practice work project, and a dissertation. Assessment of knowledge and understanding is typically by one assignment. Full details of the assessments for individual courses can be obtained from the School of Management (<http://www.rhul.ac.uk/Management/>).

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Details of the programme structure

The full-time programme lasts three terms, beginning in September. In the autumn and spring terms, there are two specialist courses and a methods course. Students are examined in each, by means of assignments. The sixth element is assessed by means of the dissertation, undertaken in the summer term.

The first week of the course is dedicated to postgraduate student induction, including registration and an introduction to College and School of Management facilities. During this week MN5555 *Foundations of Modern Management* is offered as an integral, though non-assessed, part of the programme for Master's students at the School of Management.

The brief outline of the programme is shown below; however students can obtain further details from the Programme Handbook. Where weightings are indicated in brackets, these refer to weightings within the MSc. The programme structure for the PgDip is as below, with the exception that students will not

undertake the dissertation. Weightings for courses within the PgDip are proportionate, but exclude the dissertation.

Optional Induction week course

MN5555 *Foundations of Modern Management*

Students must take the following:

- MN5932 Health management in an international context (15%)
- MN5934 Managing service delivery (15%)
- MN5933 Leading people in organisational change (15%)
- MN5931 Financial resource management and information (15%)
- MN5410 Methodology and Qualitative Research Methods (7.5%)
- MN5405 Quantitative Methods for Graduates (7.5%)
- MN5935 Dissertation (25%)

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Progression and award requirements

All students on the MSc programme will be eligible to submit a dissertation. Students who have failed a number of taught courses are to be counselled by the Programme Director whether progressing to the dissertation stage is likely to be in their best interest.

Requirements for the award of Master of Science, Postgraduate Diploma and Graduate Diploma

To pass the **MSc** a student must achieve an overall weighted average of at least 50.00%, with no mark in any element which counts towards the final assessment falling below 50%. Failure marks between 40-49% can be condoned in courses which do not constitute more than 25% of the final assessment, provided that the overall weighted average is at least 50.00%, but a failure mark (i.e. below 50%) in the dissertation cannot be condoned.

The Masters degree with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any element which counts towards the final assessment falling below 50%.

The Masters degree with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any element which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

The **Postgraduate Diploma** may be awarded if a student achieves an overall weighted average of at least 50.00%, with no mark in any taught element which counts towards the final assessment falling below 50% when the student is either ineligible or has chosen not to proceed to the dissertation, or has failed the dissertation on either the first or second attempt. Failure marks in the region 40-49% are not usually condoned for the award of a Postgraduate Diploma, but if they are, such condoned fails would be in courses which do not constitute more than 25% of the final assessment.

The Postgraduate Diploma with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any element which counts towards the final assessment falling below 50%.

The Postgraduate Diploma with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any element which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

Students achieving marks of between 40%-49% in all the taught courses may be given the choice of either accepting the award of a **Graduate Diploma**¹ or they may re-sit the failed courses in the summer (in courses where summer resits have been approved by the College) or in the following year, to attempt to achieve the 50% level required to continue on the Master's programme. A student who does not achieve at least 50% in each of the taught courses at the second attempt, but does achieve marks of between 40-49% for all the taught courses, will be awarded a Graduate Diploma.

One resubmission of failed assignments may be allowed at the discretion of the Sub-Board of Examiners. In exceptional circumstances a viva may be held for a student at the request of the Board of Examiners.

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Student support and guidance

- The Programme Director meets with the students on a regular basis to advise on academic, pastoral and welfare issues. The Programme Director acts as a point of contact for pastoral support and any questions about the programme throughout the year.
- Course coordinators, tutors and dissertation supervisors provide a back-up system of academic, pastoral and welfare advice.
- All students are allocated a personal adviser, with whom they meet at least once a term, and more regularly if required, to discuss all matters relating to their programme and for pastoral support.
- Induction programmes for orientation and introduction to the School and College by the Director of Graduate Studies.
- All staff available and accessible through an office-hour system.
- Representation on the Student-Staff Committee.
- Detailed MSc handbook and course booklets.
- Extensive supporting materials and learning resources in College and University libraries, as well as the Computer Centre.
- Dedicated School computing facilities.
- College Careers Service and School Careers Service liaison officer.
- Access to all College and University support services, including Student Counselling Service, Health Centre, Students' Union and the Educational Support Office for students with special needs.

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Admission requirements

Admission to the programme normally requires a First or Upper Second Class Honours Degree. However, the School also has considerable flexibility in its admissions and offers policy and strongly encourages applications from non-standard applicants (such as those with degrees in other subjects and/or with relevant publications).

Students whose first language is not English may also be asked for a qualification in English Language at an appropriate level. For further details please refer to the Prospective Students web page (<http://www.rhul.ac.uk/Management/Prospective-Students/>). It may also be helpful to contact the [Admissions Office](#) for specific guidance on the entrance requirements for particular programmes.

Requirements for the proficiency in English language are: IELTS score of 6.5 overall with 7 in writing, TOEFL (iBT) 88 overall with 26 in writing, or equivalent, for non-native English speaking applicants.

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Further learning and career opportunities

Graduates from this programme have successfully progressed into a range of employment including health management, education, doctoral research. For other graduates, completing a Masters is the precursor to embarking on research, ultimately leading to a PhD. For more details on further learning and career opportunities please refer to the [Careers Service](#).

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¹ This is an Undergraduate Honours level award. See Programme Guide for full details of the learning outcomes, which apply to the Graduate Diploma.

Indicators of quality and standards

Royal Holloway's position as one of the UK's leading research-intensive institutions was confirmed by the results of the most recent Research Assessment Exercise (RAE 2008) conducted by the Higher Education Funding Council (HEFCE). The new scoring system for the RAE 2008 measures research quality in four categories, with the top score of 4* indicating quality that is world-leading and of the highest standards in terms of originality, significance and rigour. 60% of the College's research profile is rated as world-leading or internationally excellent outperforming the national average of 50%. The College is ranked 16th in the UK for research of 4* standard and 18th for 3* and 4* research. The Royal Holloway School of Management is in the top 20 for UK Business Schools, ranked 5th in London, and for regional universities we are second after Oxford University for University Business and Management departments in the South East of England. 55% of the School of Management's research profile is of 3* and 4* standard (world ranking and internationally excellent).

One of the School of Management's research centres is the Centre for Public Service Organisations (CPSO; <http://www.rhul.ac.uk/Management/cpso/>). CPSO is the hub across campus for research into organisational change and decision-making, notably in health organisations. It runs seminars and lectures, and provides updates on research conducted by its members.

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List of programmes with details of awards, teaching arrangements and accreditation

The programmes are taught entirely by staff at Royal Holloway, University of London, and the Masters leads to an award of the University of London. The Postgraduate Diploma and the Graduate Diploma lead to awards of Royal Holloway and Bedford New College. The Banner programme codes are given in parentheses.

Master of Science Programme in Leadership and Management in Health

MSc in Leadership and Management in Health (2491)

Postgraduate Diploma in Leadership and Management in Health (exit award only)

PG Diploma in Leadership and Management in Health

Graduate Diploma in Leadership and Management in Health (exit award only)

Grad Dip Leadership and Management in Health