

MODULE SPECIFICATION

KEY FACTS

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|--------------------------|---|
| Module name | Health Management Consultancy |
| Module code | HMM024 |
| School | School of Health Sciences |
| Department or equivalent | Division of Health Services Research and Management |
| UK credits | 15 |
| ECTS | 7.5 |
| Level | 7 |

MODULE SUMMARY

Module outline and aims

The aims of this module are to help you develop the know-how, knowledge and skills to conduct a rapid and effective assessment of a given health management challenge, address the problem and propose effective and acceptable solutions within the complexities and constraints of the client healthcare organisation. The module is an integrating vehicle for application of MSc Health Management learning into the workplace by engaging with a client in a real-world problem in healthcare.

The module provides an understanding of the consultancy process from early stage relationship building and organisational diagnosis through to implementation and review. This includes the development of process mapping, report writing, and other key consultancy skills. You will acquire a wide range of tools, concepts and methodologies to design, conduct, and follow through on health management consulting assignments which can be applied working as an internal consultant and as an external consultant in your future career. In addition, you will actively develop interpersonal skills in order to foster team and client relationships, creative thinking and communication skills.

The learning experience is experiential, interactive, and emphasises the application of management concepts in healthcare practice by providing the opportunity to work as a member of a team on a health management consultancy engagement for a client. The team will take assignment the from early stage relationship building and organisational diagnosis through to presentation of the recommendations to the client and a final report which comprise the assessment for the module as well as valuable analysis for the client to take forward to implementation.

Content outline

The module content includes business consultancy skills that are transferable into the business consulting profession; internal consultancy positions within organisations; and senior management roles.

- Approaches to management consulting.
- Negotiating a scope of work.
- Developing a client proposal.
- Data collection and analysis.

- Preparing and presenting a consulting report.
- Working as an effective team member in a consulting team.
- Managing client relationships and expectations.
- Consulting project management.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Distinguish between different modes of consultancy: expert; doctor-patient; process.
- Show broad awareness of the wider range of consultancy tools and models in use.
- Demonstrate deep awareness of the application of consultancy tools and models used in the consultancy project.
- Demonstrate competence in acting as a consultant to investigate a client organisations problem or challenge.
- Show understanding and mastery of group and organisation dynamics.
- Show greater awareness of yourself and your personal consulting style to be more effective at times of uncertainty and complexity.

Skills:

- Negotiate and agree a consultancy brief with the client.
- Critically evaluate strengths and problems within the structure healthcare organisations and services using consultancy tools and approaches.
- Generate and organise large amounts of primary data into meaningful groupings for the client organisations problem or challenge.
- Conduct and critically evaluate secondary research to enable the objective analysis of the case study themes of the client organisations problem or challenge.
- Use secondary information that is similar and relevant to the unique business case and to support proposals for the resolution of the dilemma or issue the client is facing.
- Engage with people and interested stakeholders in the client organisation and convene effective management meetings to communicate information and receive and clarify information received.

- Apply integrative thinking to analyse the complex, incomplete, or contradictory areas of clients' activities.
- Critically appraise options and apply creativity to produce innovative solutions.
- Set personal targets and self-manage adherence to a strict project timelines.
- Demonstrate critical self-awareness, self-reflection and self-management, and time management.

Values and attitudes:

- Show awareness of change leadership in business situations.
- Demonstrate sensitivity to diversity in people and different situations.
- Recognise and address ethical dilemmas & corporate social responsibility issues.
- Show respect and tolerance for other participants.
- Correctly reference the work of others and adhere to University regulations regarding plagiarism and academic misconduct.

HOW WILL I LEARN?

Teaching and learning will commence with lectures, group activities and discussions which allow you to examine the theory and practice of management consulting in more detail.

You will then be introduced to your client and commence negotiating the scope of work. During delivery of your consultancy engagement you will report regularly to your academic supervisor and attend tutorials to monitor progress on the consultancy engagement and receive academic support. These tutorials will be in small groups.

Teaching sessions in the initial lecture phase will take place over four days (typically 10am to 5pm), and are supplemented by self-directed study which allows you both to gain a deeper understanding of the subject generally, and to pursue topics which are of particular salience in completing the consultancy engagement.

Teaching and learning are facilitated by Moodle, the University's online Virtual Learning Environment.

Teaching pattern:

| Teaching component | Teaching type | Contact hours (scheduled) | Self-directed study hours (independent) | Placement hours | Total student learning hours |
|-----------------------|------------------|---------------------------|---|-----------------|------------------------------|
| Lectures | Lecture | 15 | - | - | 15 |
| Tutorials | Small group | 15 | - | - | 15 |
| Consulting | Self-directed | - | - | 35 | 35 |
| Research and analysis | Self-directed | - | 80 | - | 80 |
| Client Presentations | Applied learning | 5 | - | - | 5 |
| Totals: | | 35 | 80 | 35 | 150 |
| | | | | | |

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

The assessment comprises group-based consultancy report (in the form of a PowerPoint slide deck) and a written reflective report prepared during the consultancy engagement. These will require you to think critically and fundamentally about a strategic problem or challenge and how to resolve this for a client using tools, techniques and approaches of health management; and to critically reflect on the consultancy process whilst it is being undertaken. It will also require you to work with your peers as a member of a syndicate group as you would in a management consultancy role in a healthcare organisation. The consultancy report should be presented as:

(i) The consultancy report will comprise a PowerPoint slide deck (not PDF), comprising 36-40 slides (excluding references or annexes that can be up to 10 additional slides) in order to provide more detailed findings from the consultancy analysis. In addition you are encouraged to use the notes facility to append further analysis to individual slides. This report will be presented to your client.

(ii) The consultancy process report will comprise a contemporaneous written report of 4-5,000 words of critical reflection on the phases of the consultancy process including your engagement with the client and your effectiveness as a team. This will be handed in at the same time as you present your consultancy report. The process report is not part of the client report and will be provided for the academic assigned to mentor and support your group to assess.

References should be in Harvard method and be complete. Incomplete or inadequate referencing will result in loss of marks.

Assessment pattern:

| Assessment component | Assessment type | Weighting | Minimum qualifying mark | Pass/Fail? |
|----------------------------|---|-----------|-------------------------|------------|
| Consultancy Report | 1. Group presentation with Power point slide deck (max 40 slides) | 60% | 50% | N/A |
| Consultancy Process Report | 2. Reflective notes prepared during the engagement | 40% | 50% | N/A |

Assessment Criteria

Assessment Criteria are provided for each module and are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured.

Grade- Related Criteria are also provided for each module and the programme and are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks.

Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task. Module leaders will inform you at the beginning of each module where these be provided.

Feedback on assessment

Feedback is usually provided in verbal or written format for each module. All written feedback is posted onto Moodle to enable you to access this easily.

Feedback will be provided in line with current university assessment and feedback policies. In particular, you will normally be provided feedback within four weeks of the submission deadline or assessment date in line with the university guidelines for end of module examinations or an equivalent significant task. Feedback would normally include a provisional mark that requires ratification at the assessment board by the external examiners. If you have failed a component the assessment board will normally confirm the requirement for resubmission and set a date for this.

Assessment Regulations

The Pass mark for each module is 50%. This also applies separately to the components of a module each of which is subject to a 50% pass mark.

If you fail an assessment component or a module, the following will apply:

Resit: you will normally be offered one resit attempt. However, if you did not participate in the first assessment and have no extenuating circumstances, you may not be offered a resit.

If you are successful in the resit, you shall be awarded the credit for that module. The mark used for the purpose of calculation towards your Award shall be calculated from the original marks for the component(s) that you passed at first attempt and the minimum pass mark for the component(s) for which you took a resit.

PRE-REQUISITE

The module is only open to students enrolled full or part-time on the MSc Health Management Programme who have completed the following modules: HMM002 Strategic Management in Healthcare; HMM008 Health Innovation and Change; HMM022 Management and Leadership in Healthcare; HPM006 Health Economics.

INDICATIVE READING LIST

Main texts:

Adams, R, & Tovey, W (2012), *Consultancy in Public Services: Empowerment and Transformation*, The Policy Press.

Belbin, R, (2010), *Management teams*, Butterworth-Heinemann

Burtonshaw-Gunn, S, (2010), *Essential Tools for Management Consulting: Tools, Models and Approaches for Clients and Consultants*, Wiley.

Cope, M (2010), *The Seven Cs of Consulting*, Prentice Hall.

Oliver, C (2005), *Reflexive Inquiry: A Framework for Consultancy Practice*, Karnac.

Mankin, D, (2009), *Human resource development*, Oxford University Press

Sturdy, A , Handley, K ,Clark, T, Fincham, R (2009), *Management Consultancy: Boundaries and Knowledge in Action*, Oxford University Press.

Supplementary articles:

Belkhodja, O, Karuranga, É, & Morin, G (2012), 'Reflections on the client- consultant relationship', *Journal Of General Management*, 37, 3, pp. 1-19.

Czarniawska, B (2013), 'The Uncertainties of Consulting', *International Studies Of Management & Organization*, 43, 3, pp. 11-21.

Fincham, R (1999), 'the consultant-client relationship: critical perspectives on the management of organizational change', *Journal Of Management Studies*, 36, 3, pp. 335-

351.

Gregory, W, & Romm, N (2001), 'Critical Facilitation: Learning through Intervention in Group Processes', *Management Learning*, 32, 4, p. 453.

Karantinou, K, & Hogg, M (2001), 'Exploring Relationship Management in Professional Services: A Study of Management Consultancy', *Journal Of Marketing Management*, 17, 3/4, pp. 263-286.

Pemer, F, & Werr, A (2013), 'The Uncertain Management Consulting Services Client', *International Studies Of Management & Organization*, 43, 3, pp. 22-40.

Sturdy, A, Clark, T, Fincham, R, & Handley, K (2009), 'Between Innovation and Legitimation—Boundaries and Knowledge Flow in Management Consultancy', *Organization*, 16, 5, pp. 627-653.

Sturdy, A (2011), 'Consultancy's Consequences? A Critical Assessment of Management Consultancy's Impact on Management', *British Journal Of Management*, 22, 3, pp. 517-530.

Sturdy, A, Wylie, N, & Wright, C (2013), 'Management Consultancy and Organizational Uncertainty', *International Studies Of Management & Organization*, 43, 3, pp. 58-73.

Wylie, N, Sturdy, A, & Wright, C (2010), 'the organization of internal management consultancy: dimensions, dynamics and dilemmas', *Academy Of Management Annual Meeting Proceedings*, pp. 1-6.

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Appendix:

CODES

| HESA Code | Description | Price Group |
|-----------|---------------------------------|-------------|
| 133 | Business and Management Studies | D |

| JACS Code | Description | Percentage (%) |
|-----------|---|----------------|
| N210 | The study of managing organisations. | 50 |
| N214 | The specific techniques involved in the planning and management of change within an organisation. | 50 |