**PROGRAMME SPECIFICATION – POSTGRADUATE PROGRAMMES**

**KEY FACTS**

<table>
<thead>
<tr>
<th>Programme name</th>
<th>MSc Health Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award</td>
<td>MSc</td>
</tr>
<tr>
<td>School</td>
<td>School of Health Sciences</td>
</tr>
<tr>
<td>Department or equivalent</td>
<td>Health Services Research and Management Division</td>
</tr>
<tr>
<td>Programme code</td>
<td>PSHMSL</td>
</tr>
<tr>
<td>Type of study</td>
<td>Full Time  Part Time</td>
</tr>
<tr>
<td>Total UK credits</td>
<td>180</td>
</tr>
<tr>
<td>Total ECTS</td>
<td>90</td>
</tr>
</tbody>
</table>

**PROGRAMME SUMMARY**

The MSc Health Management provides healthcare leaders with advanced strategic thinking and critical management perspectives to enable them to innovate and lead tomorrow’s healthcare services. The programme brings the latest academic thinking and business strategies into healthcare practice to help leaders innovate and transform business models and organisations, encourage organisational renewal, collaboration and learning; and create value, redesign service delivery and care pathways to achieve strategic goals and generate system efficiencies.

The programme includes all the elements of a leading postgraduate management programme with the added advantage that the content has been tailored to respond to the challenges and issues faced by managers and leaders in health systems worldwide. It combines academic rigour, current theoretical models and practical experience. Unlike courses that focus on managing technical systems and functions we emphasise integrative thinking, management of people, cultures and meanings. These are highly relevant in the professional setting of healthcare.

The programme emphasises active learning and the application of management concepts in healthcare practice. We employ problem based learning approaches with a balanced emphasis on teaching and learning. Case studies relating to real-life examples (relevant to diverse healthcare contexts) are used as teaching material. Participants bring their own experience and ideas and in turn experience how others have engaged with challenges in different healthcare systems and contexts. Learning through shared experience is an important part of the programme and the interactive and participant directed classroom experience provides opportunity to develop your own agenda in developing with fellow participants applied solutions to complex challenges in healthcare.

By completing the MSc in Health Management you will have demonstrated original and critical application of knowledge and integrative management thinking within health services and organisations and across health systems. You will have acquired research skills to critically and systematically investigate health management issues using research methods and you will have engaged in original management research that contributes new views to the area.
Those of you who exit the programme at Postgraduate Diploma level will have demonstrated original and critical application of knowledge and integrative management thinking within health services and organisations and across health systems. You will have acquired research skills to critically and systematically investigate health management issues using research methods.

If you exit the programme at Postgraduate Certificate level you will have demonstrated original and critical application of knowledge and integrative management thinking within health services and organisations.

Aims

This programme aims to equip you with integrative thinking combining intuition, analytic reason and imagination, and link it with transformational leadership capabilities to become a successful leader in healthcare. The curriculum is designed to help you develop key competences and capabilities integrating a range of perspectives:

- **Leading strategically:** create and articulate a vision for organisational strategy, working across business functions and systems and professional groups to develop operational plans; manage cultures and meanings to inspire people and share the vision; renew organisations to create value by adapting to dynamic contexts.
- **Leading innovation and change:** exercise creative thinking and enterprise skills to identify new solutions for current and future needs; diffuse innovations across the system and implement change effectively.
- **Leading people:** understand the essence of management and leadership; understanding roles and leadership styles as a set of practices in context; build relationships and collaboration, facilitate teamwork, develop awareness of individual needs and differences.
- **Consultancy skills:** develop and manage relationships with internal and external clients; understand the brief, think creatively to develop solutions for complex and challenging problems and implement options. Demonstrate impact, excellent analytical, communication and interpersonal skills.
- **Critical thinking and judgement:** evaluate evidence and arguments in situations of complexity and use judgement in appraising the potential impact of initiatives in complex and dynamic social systems and competitive healthcare environments.
- **Applying economic thinking:** understanding economic behaviour in the healthcare industry; using, prioritising and allocating resources efficiently in patient care.
- **Research skills:** undertake managerial research to identify tools, models, and frameworks for use in operational management and original research to comprehensively and methodically investigate health management issues using research methods.

The programme develops abilities to work effectively with others within services and organisations and across health systems, to think broadly and deeply about challenges in healthcare, and to reflect critically on one’s own performance, the performance of others, and the influence of global healthcare contexts.
WHAT WILL I BE EXPECTED TO ACHIEVE?

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

Knowledge and understanding:

- Justify and exemplify the leadership role in leading organisations, innovation and change in healthcare.
- Demonstrate analytical insight into the Health Management processes and the professional logics involved in service delivery, the strategic and operational contexts and the connections between these elements.
- Demonstrate integrative insight, thinking and working in a collaborative manner across peoples, organizations, groups and disciplines.
- Demonstrate relational insight working internally within and across boundaries and externally with clients and the stages of the consultancy process.
- Critically appraise the major sources of information on Health Management-related issues.

Skills:

- Distinguish between strategic and operational management issues, identify issues that require action and appropriate leadership to take these issues forward.
- Investigate, analyse and evaluate management issues in a systematic way that reflects integrated contextual and strategic awareness of those issues.
- Synthesise the components of complex and dynamic organisational and management challenges to form integrated and critical management perspectives of these challenges and the contexts and identify and critically evaluate alternative options for further development.
- Develop and enhance transferable skills in Health Management analysis and present and communicate the results effectively and persuasively.
- Research relevant published and unpublished material from a range of sources, critically evaluate and synthesise and apply the material to management issues.

Values and attitudes:

- Demonstrate professionalism in work and behaviours consistent with current or future leadership and management responsibilities.
- Value and respect others, and collaboration as a means of achieving individual and shared goals.
- Show consideration for the rules and regulations of City.
- Be sensitive to and respect the diversity of individuals and communities.
- Respect privacy and confidentiality (especially within the research context).
- Support the principle of reflective, self-directed, life-long personal development and learning.
Registration Period

The taught component is taken in one of three standard length routes: full-time (one year); part-time (two years); modular (five years). You are required to complete modules in the sequence specified for your route. The module sequence for the modular route is the same as for a full-time route, except over an extended period of study.

The maximum period of registration for this programme is 3 years for the full-time route, and 5 years for the part-time route, or modular route.

HOW WILL I LEARN?

Teaching and learning will take place through: lectures (including sessions facilitated by outside speakers), workshops, group activities, discussions, directed research, enterprise activities, a consultancy engagement in a healthcare organisation and self-directed learning.

You will take seven taught modules (up to a value of at least 120 credits), plus the Dissertation (60 credits). Taught modules typically involve 150 hours of study, comprising approximately 20 to 30 contact hours (lectures and group work) and 120 to 130 hours of self-directed study. The Dissertation involves 600 hours of study, comprising around 6 hours of lectures, 6 hours of individual supervision and 588 hours of self-directed study researching your dissertation, developing your analysis, synthesising your findings, and completing the write-up of your dissertation.

You may also access other support services provided by City, such as the Library Information Service, Computing Service, the Open Learning Centre, and other sources of personal support.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

Assessment methods vary by module and may be undertaken as individual and group work. These methods include: written assignments, case studies, presentations, posters, PowerPoint Analysis, examinations and the final dissertation on a topic of your choice of relevance to management in healthcare.

The final dissertation on a health management topic of your choice includes options to undertake: empirical research; secondary data analysis; systematic review; and critical synthesis.

Assessment Criteria 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 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.

Feedback on assessment

Lecturers and/or module leaders will be available to provide formative feedback and advice on module assessments prior to submission.

Following each assessment, marks and feedback will be provided in line with the Assessment Regulations and Policy, normally within 3 weeks (for interim module assessments) or 4 weeks of the submission deadline (for final assessments or an equivalent significant task). The timescale for feedback on final year projects or dissertations may be longer. Markers will be available to answer queries about the marks and feedback if these are not clear.

A selection of all assessments will be internally moderated and sent to the external examiner. All initial marks will be therefore provisional, pending external examiner approval and ratification by the Assessment Board. The full Assessment and Feedback Policy can be found at:


Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits.

The pass mark for each module is 50%. In order to pass a module you must pass each component at 50%. The weighting of a module’s different components may be found in the Module Specification for that module.

If you fail an assessment component or a module, you will normally be offered one resit attempt.

If you are successful in the resit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a resit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that you passed at first attempt.

If you do not meet the requirements for a module and do not complete your resit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the Programme.
If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award as per the table below.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at: http://www.city.ac.uk/__data/assets/word_doc/0003/69249/s19.doc

## WHAT AWARD CAN I GET?

### Master’s Degree:
To qualify for the full award of the MSc Health Management you will be required to complete all seven core modules (120 credits), and the 60-credit dissertation module.

<table>
<thead>
<tr>
<th>HE Level</th>
<th>Credits</th>
<th>Weighting (%)</th>
<th>Class</th>
<th>% required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taught</td>
<td>7</td>
<td>120</td>
<td>66.5</td>
<td>With Distinction 70</td>
</tr>
<tr>
<td>Dissertation</td>
<td>7</td>
<td>60</td>
<td>33.5</td>
<td>With Merit 60</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Without classification 50</td>
</tr>
</tbody>
</table>

### Postgraduate Diploma:
To exit with a Postgraduate Diploma in Health Management you will be required to complete all seven core modules (120 credits).

<table>
<thead>
<tr>
<th>HE Level</th>
<th>Credits</th>
<th>Weighting (%)</th>
<th>Class</th>
<th>% required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taught</td>
<td>7</td>
<td>120</td>
<td>100</td>
<td>With Distinction 70</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>With Merit 60</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Without classification 50</td>
<td></td>
</tr>
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### Postgraduate Certificate:
To exit with a Postgraduate Certificate in Health Management you will be required to achieve 60 credits by successfully completing any combination of core modules.

Your Programme Director will advise you in your choice of modules.
WHAT WILL I STUDY?

Taught component

You will take seven taught modules, up to a minimum value of 120 credits. These comprise the core modules listed below.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>SITS Code</th>
<th>Module Credits</th>
<th>Core/Elective</th>
<th>Compensation Yes/No</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management in Healthcare</td>
<td>HMM002</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Health Innovation and Change</td>
<td>HMM008</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Management and Leadership in Healthcare</td>
<td>HMM022</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Economic Evaluation and Pharma</td>
<td>HMM025</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Finance and Enterprise Performance</td>
<td>HMM026</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Health Management Consultancy Project</td>
<td>HMM024</td>
<td>15</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
<tr>
<td>Research Methods and Applied Data Analysis</td>
<td>HRM001</td>
<td>30</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
</tbody>
</table>

Dissertation component

You will write a dissertation in a topic of relevance to health management of between 12,000 and 15,000 words. You may commence your dissertation prior to completing all your taught modules but you may only submit your dissertation once you have completed all the taught modules successfully.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>SITS Code</th>
<th>Module Credits</th>
<th>Core/Elective</th>
<th>Compensation Yes/No</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation</td>
<td>APM002</td>
<td>60</td>
<td>Core</td>
<td>No</td>
<td>7</td>
</tr>
</tbody>
</table>

WHAT KIND OF CAREER MIGHT I GO ON TO?

MSc Health Management graduates work globally across many sectors as highly regarded managers and leaders in healthcare often with dual clinical and management responsibilities. This includes: care providers, non-government organisations and social enterprises, private enterprise, health insurance, pharmaceutical companies, medical
devices and biotechnologies; health policy and regulatory organisations; and health management consultancy.

If you would like more information on the Careers support available at City, please go to: [http://www.city.ac.uk/careers/for-students-and-recent-graduates](http://www.city.ac.uk/careers/for-students-and-recent-graduates).

**HOW DO I ENTER THE PROGRAMME?**

Entry requirements depend on the applicant. Experienced managers will have more to offer on their CV’s. Recent graduates will have a relevant degree and indicate an aptitude for management. The requirements include at least:

- A minimum 2:1 from a UK University or an overseas qualification of an equivalent standard. A lower 2.2 or equivalent may be accepted if there is evidence of further study or relevant experience.

For applicants whose first language is not English, one of the following qualifications is also required:

- IELTS: 7.0 with no sub-test scoring below 6.5.

The requirement to provide proof of English language proficiency may be waived, at the discretion of City, if you have successfully completed, or are currently completing, a full-time degree-level course at a recognised institution where the medium of instruction and assessment is entirely in English.

**Recognition of Prior Learning (RPL)**

The MSc Health Management follows City’s guidelines on Recognition of Prior Learning.

RPL may be recognised for up to a maximum of 45 academic credits. If you can demonstrate that you have completed modules that are directly equivalent to the modules for which RPL is claimed in terms of both curriculum content and academic standing and these modules are still current (completed within two years of enrolment) then RPL may be recognised on a direct equivalent basis.