PROGRAMME SPECIFICATION – POSTGRADUATE PROGRAMMES

KEY FACTS

Programme name	MSc Health Management
Award	MSc
School	School of Health Sciences
Department or equivalent	Health Services Research and Management Division
Programme code	PSHMSL
Type of study	Full Time Part Time (Blended learning; Online learning)
Total UK credits	180
Total ECTS	90

PROGRAMME SUMMARY

The MSc Health Management provides advanced strategic thinking and critical management perspectives for healthcare leaders 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 of service delivery and care pathways to achieve strategic goals and generate system efficiencies.

The programme includes all the elements of a leading international postgraduate management programme with added advantages that the content responds to and anticipates challenges and issues faced by managers and leaders in health systems worldwide. It combines academic rigour, current business and management models and practical experience. Unlike courses that focus on numerous business-focused elements in isolation, this programme focuses on a selective range of in-depth modules that deliver essential business and management skills and emphasise the connections and synergies between the different elements of management thinking in the professional setting of healthcare.

These connections are further emphasised by active learning and the application of management concepts in healthcare practice. We use problem-based learning approaches with a balanced emphasis on teaching and learning, and case studies in diverse healthcare contexts. Our health systems research in innovation and leadership informs the emphasis on innovative and creative solutions to management challenges and getting things done with effective implementation. The international insights and experiences of the programme cohort are a highly valued addition to learning. Participants contribute and share how they and 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 for solving complex and dynamic challenges in healthcare.

By completing the MSc in Health Management you will have demonstrated original and critical application of knowledge and strategic 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 creativity, recognising and enhancing your own leadership capabilities within healthcare systems. The curriculum is designed to help you develop key competences and capabilities integrating a range of perspectives:

- Managing 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 systems change: exercise creative thinking and enterprise skills to identify new solutions for current and future needs; implement change effectively including sustained innovation adoption and implementation.
- 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.
- Consulting: 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.
- Applying economic thinking and financial awareness: understanding economic behaviour in the healthcare industry; using, prioritising and allocating resources efficiently, with awareness of the financial implications of operational decisions and how these move strategic objectives forward.
- 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.
- 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 health systems, organisations and services taking a systems approach, 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 systems change in healthcare.
- Demonstrate strategic management and 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 integrative thinking in ways of working with others.
- Demonstrate leadership through your contribution, participating in and supporting activities, teamwork, and colleagues to achieve individual and shared goals, and communicating appreciation of the contributions of others.

- Respect and care about your work, your colleagues, and our professional community during your time of study at City evidenced by behaviours consistent with leadership roles.
- Uphold the rules and regulations of City, University of London, and privacy and confidentiality especially within the research context.

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 via a mix of lectures, group activities and discussions which allow you to examine health management issues in- depth, with lecturer and peer led input.

Learning on the course emphasizes practical and applied skills and peer-to-peer interactions to develop leadership skills in communication, collaboration, teamwork. The approach to learning supports this. Lectures introduce new content and start to build your skills in critical application. Workshops develop more advanced content and deeper skills in critical application. Optional tutorials support your learning in a one-to-one or small group setting where you can ask any questions and have close personal attention.

Synchronous or live teaching enables you to have live discussions with your peers and lecturers, engaging you with our wider health management community. Synchronous or live teaching is supplemented by self-directed study/asynchronous activities which allow you to gain a deeper understanding of subjects through your reading and research. You will be able to undertake this in your own time to suit you and have further opportunities to engage in forums and explore other resources on Moodle and Microsoft Teams.

There are blended and online options for completing your studies:

Blended
Lectures are in live virtual (synchronous) format.
Workshops are attended in-person.
Optional Tutorials are in live virtual (synchronous) format.
Dissertation supervision is attended in-person.

Online
Lectures are in live virtual (synchronous) format.

Workshops are in live virtual (synchronous) format.
Optional Tutorials are in live virtual (synchronous) format.
Dissertation supervision is in live virtual (synchronous) format.
HRM001 Research Methods is asynchronous with tutorials in live virtual (synchronous) format.

Teaching and learning are facilitated by Moodle, the University's online Virtual Learning Environment, synchronous online teaching takes place on Microsoft Teams.

On all modes of study you may access other support services provided by City, such as the Library Information Service, Computing Service, Careers, 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 to assess the full range of knowledge, skills, values and thinking. These methods include: written assignments, case studies, presentations, online tests and a final dissertation on an agreed topic of your choice of relevance to management in healthcare.

The final dissertation on an agreed health management topic of your choice includes options to undertake: empirical research; secondary data analysis; literature 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

Modules include feedforward activities 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.

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

https://www.city.ac.uk/__data/assets/pdf_file/0009/452565/Assessment-and-Feedback-Policy...pdf

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

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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.

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	120	66.5	With Distinction	70
Dissertation	7	60	33.5	With Merit	60

				Without classification	50

Postgraduate Diploma:

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

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	120	100	With Distinction	70
				With Merit	60
				Without classification	50

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.

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	60	100	With Distinction	70
				With Merit	60
				Without classification	50

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.

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Strategic Management in Healthcare	HMM002	15	Core	No	7
Health Innovation and Systems Change	HMM008	15	Core	No	7
Management and Leadership in Healthcare	HMM022	15	Core	No	7
Economic Evaluation and Pharma	HMM025	15	Core	No	7
Finance and Enterprise Performance	HMM026	15	Core	No	7
Health Management Consultancy	HMM024	15	Core	No	7
Research Methods and Applied Data Analysis (face-to-face or online)	HRM001 or HRM011	30	Core	No	7

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.

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Dissertation	APM002	60	Core	No	7

WHAT KIND OF CAREER MIGHT I GO ON TO?

The MSc Health Management supports a wide range of management career options in national and international settings. Analytical and problem-solving skills, the ability to work collaboratively and in a team, communicate complex ideas effectively, and work

with people at all levels in an organisation are held in high regard by employers in the UK around the world.

Graduates work globally in many professional settings and health sectors, including:

Health service providers
Non-government organisations and social enterprises,
Health insurers
Pharmaceutical companies
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.

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.

INDICATIVE READING LIST

This reading list is provided for offer holders to make an advance start on your studies.

For an introduction to the full programme we recommend:

- Ferlie, E., Montgomery, K., & Pedersen, A. R., (2016), The Oxford Handbook of Health Care Management, First edn, Oxford University Press.

For further subject specific insights, we recommend these texts:

HMM002 Strategic Management in Healthcare

- Rumelt, R. (2017), Good Strategy/ Bad Strategy: The difference and why it matters, Profile London.

HMM008 Management and Leadership in Healthcare

- Grint, K. (2010), Leadership: A very short introduction, Oxford University Press.

HMM024 Health Management Consultancy

- Minto, B. (2021), The Pyramid Principle: Logic in writing and thinking, Rev. edn, Financial Times Prentice Hall, Harlow.

- Schwabish, J.A., (2017), Better presentations: A guide for scholars, researchers, and wonks, Columbia University Press, New York City.

HMM025 Economic Evaluation and Pharma

- Morris, S., Devlin, N., Parkin, D., Spencer, A., (2012), Economic Analysis in Health Care, John Wiley & Sons.

HMM026 Finance and Enterprise Performance

- Atrill, P. & McLaney, E.J. (2018), Management accounting for decision makers, Ninth edn, Pearson, Harlow, England.