

Module Name: Management and Leadership in Healthcare

Module Code: HMM022

Assessment Background:

Effective leaders continuously update their practice through observation, analysis, reflection and learning. Studying your own performance and the performance of others enhances your capabilities as a leader and team member. Being more conscious of your preferences, actions and choices together with awareness of the relevant management and leadership evidence base creates opportunities for further personal leadership development, and greater sensitivity for the needs, preferences and motivations of others.

The assessment requires you to be reflective about what your experience can teach you about leadership. It will help you become fully aware of how personal patterns, assumptions, strengths and weaknesses both help and hinder individual performance as leaders.

Assessment Brief:

The assessment comprises three components. These require you to:

1. Critically analyse leadership options and styles	60%
2. Critically reflect on your own abilities and future development plans	35%
3. Contribution and group feedforward activity	5% (refer to schedule)

Components 1. & 2. are completed as a 3,000-word report (component 1 – not less than 1900 words; component 2 - not less than 900 words; Overall - not more than 3,000 words).

Component 3. is based on your contribution within sessions and the group feedforward activity.

1. Critically analyse leadership options and styles

Identify three cases based on your experience or close knowledge from which you derive leadership insight and write a case study for each.

Case 1: The first case should address senior leadership;

Case 2: The second case should address management and teams;

Case 3: The third case should address individuals.

For each case study (keeping to the sequence shown):

1. Briefly introduce the background and context, what happened, how it happened (the dynamics) and the outcomes;
2. Consider the case study more deeply by applying the 5 Whys interrogative technique to explore the cause-and-effect relationships underlying a particular outcome;
3. Critically discuss the management and leadership insights you derive from the case study;

In each case study include a minimum of eight fully referenced management and leadership ideas, models, theories or conceptual frameworks covered in the module and through wider reading, that have a bearing on your insights.

Marking Criteria

Grade Marks 60%

The criteria for this component include the following learning outcomes:

- KU 1. Critically reflect on key features of healthcare organisations and their decision-making processes.
- KU 2. Discuss and critique current management and leadership theories in the context of complex professionalised healthcare organisations.
- KU 3. Critically appraise group and organisational decision theory and demonstrate greater insight into making effective decisions in teams.
- KU 6. Compare how group dynamics can be used by healthcare leaders in different contexts to facilitate professionals' engagement and improved teamwork.
- S 1. Appraise alternative leadership options and styles for effectively managing teams of health professionals.

Learning outcomes refer to 'healthcare organisations', 'professionalised healthcare organisations', 'healthcare leaders', 'health professionals'. Case studies from outside the health sector are fine as long as you justify relevance to the health sector.

2. Critically reflect on your own abilities and future development plans

Critically reflect on your own abilities and future development plans for managing and leading in changing and dynamic contexts where there is a focus on achieving positive end results. Prepare a personal development plan informed by the session using the Quattrain approach (you have a session on this during the module and will complete and reflect on a Personal Style Inventory (PSI)).

In your plan you may include the following subheadings and consider the questions within.

My Ideal (Authentic) Self

What career do I want?

What are my core values (e.g integrity, generosity)

What would my unique leadership practice look like?

What will I be most proud of in 5 years' time?

My Real Self

To get to my 5-year career objective what are my strengths I need to develop further and the gaps I need to address? Build on the Personal Style Inventory (PSI) work.

My Development Objectives (minimum 500 words)

Explain the steps you are going to take to move your career forward in the next five years including:

What can I learn from others around me?

What can I learn myself?

What are the key stages in this self-directed development process?

Make sure to keep your development objectives **SMART** (Specific, Measurable, Achievable, Realistic, Timebound).

Marking Criteria

Grade Marks 35%

The criteria for this component include the following learning outcomes:

- KU 5. Demonstrate synthesis of the principles in the application of effective management and leadership and develop self-awareness and self-insights on own leadership style in group activities.
- S 2. Manage and lead in changing and dynamic contexts where there is a focus on achieving positive end results.
- S 3. Demonstrate core leadership competencies: communication, collaboration, critical analysis, cultural competence.
- S 4. Develop and use transferable skills to meet stakeholders' expectations in different contexts.
- VA 1. Reflect on current practice and enhance your personal effectiveness.

3. Complete a feedforward activity

Complete a leadership options and styles case study, sharing this with your group, giving feedback on the case studies of others, and participating with your group in the presentation of case studies.

Marking Criteria

Grade Marks 5%

The criteria for this component include the following learning outcomes:

- KU 6. Reflect with colleagues on personal leadership style and management philosophy whilst undertaking group activities.

General Marking Criteria

In addition to assessment specific marking criteria the University has general marking criteria. Please consult the 'Grade Related Criteria' in the Programme Handbook for general descriptions of skills, knowledge or attributes required to achieve a certain grade or mark in an assessment.

Module Learning Outcomes

Knowledge and understanding:

- KU 1. Critically reflect on key features of healthcare organisations and their decision making processes.
- KU 2. Discuss and critique current management and leadership theories in the context of complex professionalised healthcare organisations.
- KU 3. Critically appraise group and organisational decision theory and demonstrate greater insight into making effective decisions in teams.

- KU 4. Reflect with colleagues on personal leadership style and management philosophy whilst undertaking group activities.
- KU 5. Demonstrate synthesis of the principles in the application of effective management and leadership and develop self-awareness and self-insights on own leadership style in group activities.
- KU 6. Compare how group dynamics can be used by healthcare leaders in different contexts to facilitate professionals' engagement and improved teamwork.

Skills:

- S 1. Appraise alternative leadership options and styles for effectively managing teams of health professionals.
- S 2. Manage and lead in changing and dynamic contexts where there is a focus on achieving positive end results.
- S 3. Demonstrate core leadership competencies: communication, collaboration, critical analysis, cultural competence.
- S 4. Develop and use transferable skills to meet stakeholders' expectations in different contexts.

Values and attitudes:

- VA 1. Reflect on current practice and enhance your personal effectiveness.