



Award (MSc)

Healthcare Management

My Programme 2023/24

The Purpose of My Programme is to:

- Provide you with a source of information about your programme (which will be updated annually) and;
- Make you aware of some of the more important regulations under which your Programme operates.

This document concentrates on Programme specific information. Members of your Programme Team (see section 4) will be happy to explain aspects in further detail as required. My Programme should be read alongside the **My Napier** resource, which contains useful information about the University as a whole. You can access My Napier at <https://my.napier.ac.uk/> or by clicking any of the highlighted **My Napier** links in this document.

The content of this My Programme is correct at the point of production however some information may be subject to change. Please regularly check **My Napier**, student newsletters and university emails for important updates.

1. Programme Leader Welcome



As the Programme Leader for the MSc Healthcare Management Programme and on behalf of the School of Health and Social Care and the Healthcare Management Programme Team we would like to extend a very warm welcome to you all. We look forward to learning with and supporting you and a warm welcome back to those who are returning to Edinburgh Napier University. We hope that you will have a fantastic time and make the most of all the opportunities that are available to you. We wish you every success with your MSc programme.

Once you have completed matriculation go directly to the MSc Healthcare Management Programme page. There you will find all the information you require online on our [programme page](#). We have placed all the induction information here for you to use during the Welcome week and for reference throughout the year. Most importantly read all the guidance in MyNapier [Get Ready](#), and complete the preparation course for studying at master's Level. We recognise that the transition to postgraduate study can be challenging and many students can feel ill prepared for academic study. We hope that completing this skills module will help you feel better prepared for your programme. You can use this study resource as often as you like during your time here at Edinburgh Napier University. You may be fresh from your studies or returning to studies, either way this module will help you make a start or provide useful revision material.

To those of you who are continuing with your studies we are delighted to be welcoming you back. Congratulations on your achievements so far. The Programme Team hope that you will have an enjoyable, interesting and challenging year of learning and



research that will provide a sound basis for your future career. The Programme Team are looking forward to working with you again during this 2023/24 session.

We look forward to meeting you in person at induction and module taught classes will also be face-to-face, you are expected to attend all timetabled classes. Please refer to your academic timetable for details: [My Timetable \(napier.ac.uk\)](#)

Remember to **matriculate each year of your course**. If you do not do this, you will lose your network with all the teaching and learning materials and email access, and tuition fee and student loan payments will not be made. Details are posted online each year and can be completed before you return to the university. Your **student matriculation card** provides you with a means of identification and also grants access to library resources, as well as access to certain labs and buildings. It is your responsibility to carry your matriculation card at all times on campus. If your card is lost, stolen or has expired, please ask at the iPoint about getting a new one. It is your responsibility to notify the University promptly of any change of address, change of name or changes to your personal information. This can be done via eStudent Records on [myNapier](#).

Once again, a very warm welcome to the MSc Healthcare Management Programme.

If you have any questions, please contact Healthcare Management Queries on

HMQ@napier.ac.uk or alternatively

Mandy Gentleman, Healthcare Management Programme Leader

Mandy
Gentleman

4B43

0131 455
3420

m.gentleman@napier.ac.uk

2. Health and Safety

In the Event of an Emergency at an Edinburgh Campus

There are security offices at all of our main campuses. The main control room operates 24 hours a day and can be contacted at **0131 455 6119**. If for any reason you feel that your personal safety is threatened on campus, please phone Police Scotland on 999 and, if safe to do so, Security Control on 0131 455 4444 and make your way to the campus security office.

Health and Safety

Adherence to the University's safety practices is required. As a student, you must read and familiarise yourself with the [University Fire and Emergency Procedures](#) which can be found at My Napier. For the safety of yourself and others, please also read the [Safety Guide](#) on the My Napier Health and Safety pages. If you have previously had a personal emergency evacuation plan (PEEP) or think that you may need one now please [contact the Disability Inclusion Team](#).

You can find out more on the main [My Napier Health and Safety page](#).

If you are on campus when a fire alarm sounds you should adhere to the fire safety procedure and evacuate the building, exiting via the nearest fire exit. Please congregate at one of the designated fire points which are clearly signposted on each campus carpark.

First Aid rooms are located at:

Merchiston, Room B04

Craiglockhart, Room 1/44

Sighthill, Room 1B32



Defibrillators

Automated External Defibrillators (AEDs) are located on all campuses:

Merchiston Campus: adjacent to disabled toilets - bottom of stairs

Sighthill Campus: left hand of main entrance beside lifts (next to security)

Craiglockhart Campus: left of reception desk

In addition to the above locations, AEDs are also located in a number of other areas throughout the University.

- [EN]GAGE, Sports Centre, Sighthill Campus - located behind reception desk
- School of Applied Sciences, Sighthill Campus - outside room 3.C.13
- School of Applied Sciences, Sports Centre, Sighthill Campus - 0.F.07

3. About My Programme

Edinburgh Napier University offers a comprehensive MSc in Healthcare Management Programme. The cross-collaboration between the Business School (TBS) and the School of Health and Social Care (SHSC) means that we are equipped to teach the art and science of healthcare management offering you a unique balance of module content including organisational theory, strategy, interpersonal skills and reflective practice. Collaborative teaching of healthcare and business modules, including one joint-led module, characterises our multidisciplinary approach to the subject. The programme has been designed specifically for international students with the invitation for students to study face to face, on campus, in Edinburgh. It is an intensive one-year programme for September intake students and January intake students will complete the programme in eighteen months. Students located in the United Kingdom can attend full-time but the programme can also be completed on a part-time basis and is accessed by healthcare professionals alongside their employment. This multidisciplinary programme attracts students with a range of professional backgrounds including business, administration, doctors, dentists, physiotherapists, social workers, paramedics, psychologists, charity workers, and from other non-governmental organisations.

The programme embraces Edinburgh Napier University's values to promote a positive and rewarding learning experience for students and staff.

Programme Philosophy

The MSc Healthcare Management programme is designed to prepare you to practice more effectively within the complex and rapidly evolving environments of health and social care. The programme provides you with the opportunity to enhance your knowledge and academic skills set within a broad international context. Learning, teaching and assessment methods focus on providing you with engaging and contemporary materials link theory to the discussion of practice and requires you to adopt a critical perspective on both elements. Critical appraisal of culturally relevant health and social policy is used to facilitate your achievement of advanced levels of understanding for practice and to influence decision-making at local and strategic levels. The MSc Healthcare Management programme is distinctive in that it offers modules from the SHSC and TBS.

As a master's student and healthcare management professional, you will be encouraged, at all stages, to take an independent and self-learning approach to developing a deep knowledge of the subject area. This means that you will take full responsibility for your own learning, attend lectures and tutorials, search for literature using module reading lists and library databases, reflect on feedback from teaching staff and draw on your own practice and experience. You will engage and contribute to all learning activities and there is an expectation that learning is participatory. Most importantly, this means not being afraid to ask the programme team questions and accessing all the support services on offer. This will help you to develop confidence grow and ensure participation in all the modules and learning opportunities. We want to learn from your international and national experience as well as engaging with and enriching the learning of others.

Programme Aims and Learning Outcomes

At Edinburgh Napier University we aim to be recognised as a university that is professional, ambitious, innovative and inclusive. In our interactions with you we will act with respect and integrity. We will aim to create an environment to enable you to feel proud to be a student at the University, to feel confident, challenged and supported.

Our programme aims are:

- To provide you with sustainable healthcare management strategies and leadership skills that will enable you to respond effectively in a rapidly changing health arena that is strongly influenced by marketplace demands, economics and local, national and international health policies.
- To support and challenge you in the development of your knowledge and skills to enable you to enter and / or continue more effectively in the professional practice of healthcare management.
- To engage you in the process of practical application of your developing knowledge and skills, to promote effectiveness in the world of work.
- To provide you with the opportunity to plan and conduct a healthcare management project leading to the completion of a professional project report.

Edinburgh Napier University is committed to delivering an excellent personalised student experience. You will be able to acquire and develop many valuable practical skills such as the ability to collect, analyse, interpret and understand data and information. On completing the programme, you will have been given opportunities to gain an appreciation of the value of education to society, your work environment and to you as an individual.

Programme Learning Outcomes

Learning outcomes describe what you should know and be able to do if you take full advantage of the learning opportunities that are provided. This programme will provide you with opportunities to develop and demonstrate your knowledge and understanding of healthcare management and to develop your practical, critical and analytical skills and attributes which are relevant and applicable to your practice.

A: Knowledge and critical understanding

On completion of this programme, you will have:

A1. A systematic and critical understanding of the key concepts underlying strategic and operational healthcare management.

A2. A critical understanding of the social, political and personal context of leadership and its impact on followers, applied to healthcare management.

A3. The ability to justify applying change management theories and models within healthcare management in order to critically evaluate their impact on people within the work environment.

A4. A critical understanding of the contribution that human resource management processes can make to the management of health and related services.

A5. Developed the ability to critically analyse the factors that are imperative to the delivery of quality of care within the workplace.

A6. Developed the ability to critically appraise competing theoretical perspectives, and the skills, to enable you to undertake a dissertation or healthcare management project, as well as underpin your own evidence-based practice.

B: Skills and other attributes

On completion of this programme of study you will have:

B1. Critically applied the subject specific knowledge in A (above) to a range of work-related situations.

B2. Analysed the impact of your own organisational role and approaches, and devised ways of making these more effective.

B3. Demonstrated independent and creative thought in your interpretation of complex information.

B4. Engaged in critically reflective learning and made use of constructive feedback.

B5. Developed a range of employability skills such as critical thinking and analysis; time management; problem solving; team working; information handling; and presentation of written arguments to support recommendations.

The purpose of the matrix below is to demonstrate that the modules you will study provide a coherent package of learning which will enable you to achieve the programme learning outcomes.

Knowledge and understanding learning outcomes

Module title	A1	A2	A3	A4	A5	A6
Trimester 1						
HRM11101 Contemporary Human Resource Management (20 credits)	X	X		X		X
NMS11156 Clinical Governance and Improvement Practice (20 credits)	X				X	X
NMS11766 International Health and Social Care (20 credits)	X				X	X
Trimester 2						
HRM11118 Organisational Change and Management (20 credits)	X	X	X			X
NMS11174 Exploring Evidence to Improve Practice (20 credits)	X				X	X
NMS11189 Leadership and Finance for Effective Service Delivery (20 credits)	X	X			X	X
Trimester 3						
1 NMS11176/NMS11175 Healthcare Management Project (60 credits)	X	X	X	X	X	X

Skills and attributes learning outcomes

Module title	B1	B2	B3	B4	B5
Trimester 1					
HRM11101 Contemporary Human Resource Management (20 credits)	X	X	X	X	X
NMS11156 Clinical Governance and Improvement Practice (20 credits)	X	X	X	X	X
NMS11766 International Health and Social Care (20 credits)	X	X	X	X	X
Trimester 2					
HRM11118 Organisational Change and Management (20 credits)	X	X	X	X	X
NMS11174 Exploring Evidence to Improve Practice (20 credits)	X	X	X	X	X
NMS11189 Leadership and Finance for Effective Service Delivery (20 credits)	X	X	X	X	X
Trimester 3					
NMS11176/NMS11175 Healthcare Management Project (60 credits)	X	X	X	X	X

Award of Post Graduate Certificate in Healthcare Management

You will be awarded a Postgraduate Certificate in Healthcare Management on successful completion of **60 credits** from three available SCQF level 11 taught modules. This will enable you to demonstrate achievement of the following learning outcomes:

A: Knowledge and understanding

A1. A systematic and critical understanding of the key concepts underlying strategic and operational healthcare management.

A2. A critical understanding of the social, political and personal context of leadership and its impact on followers, applied to healthcare management.



A3. The ability to justify applying change management theories and models within healthcare management in order to critically evaluate their impact on people within the work environment.

A4. A critical understanding of the contribution that human resource management processes can make to the management of health and related services.

B: Skills and other attributes

On completion you will have:

B1. Critically applied the subject specific knowledge in A (above) to a range of work-related situations.

B3. Demonstrated independent and creative thought in your interpretation of complex information.

B4. Engaged in critically reflective learning and made use of constructive feedback.

Award of Post Graduate Diploma in Healthcare Management

You will be awarded a Postgraduate Diploma in Healthcare Management on successful completion of **120 credits** from six SCQF level 11 taught modules. This will include:

HRM11101 Contemporary Human Resource Management (20 credits)

NMS11156 Clinical Governance & Improvement Practice (20 credits)

NMS11174 Exploring Evidence to Improve Practice (20 credits)

HRM11118 Organisational Change and Management (20 credits)

NMS11189 Leadership and Finance for Effective Service Delivery (20 credits)

NMS11174 Exploring Evidence to Improve Practice (20 credits)



This will enable you to demonstrate achievement of the following learning outcomes:

A: Knowledge and understanding

A1. A systematic and critical understanding of the key concepts underlying strategic and operational healthcare management.

A2. A critical understanding of the social, political and personal context of leadership and its impact on followers, applied to healthcare management.

A3. The ability to justify applying change management theories and models within healthcare management in order to critically evaluate their impact on people within the work environment.

A4. A critical understanding of the contribution that human resource management processes can make to the management of health and related services.

A5. Developed the ability to critically analyse the factors that are imperative to the delivery of quality of care within the workplace.

B: Skills and other attributes

On completion of this programme of study you will have:

B1. Critically applied the subject specific knowledge in A (above) to a range of work-related situations.

B2. Analysed the impact of your own organisational role and approaches, and devised ways of making these more effective.

B3. Demonstrated independent and creative thought in your interpretation of complex information.

B4. Engaged in critically reflective learning and made use of constructive feedback.

If you decide not to continue your studies or are unable to do so before achieving sufficient credit to be awarded either a postgraduate certificate or postgraduate diploma you will be entitled to receive a certificate of credit in recognition of those taught modules, you have successfully completed.

Final award requirements for MSc Healthcare Management

To achieve an **MSc Healthcare Management**, you must achieve a minimum of **180** credits at SCQF level 11, including the **60 credits** achieved from the Healthcare Management Project.

Programme Structure

All modules in the programme are compulsory at Scottish Credit Qualification Framework level 11. Full time students will undertake each module in the sequence demonstrated below:

Programme Structure (Full Time) September commencement

Trimester				Award
1.	HRM11101 Contemporary Human Resource Management Business School	NMS11156 Clinical Governance & Improvement Practice School of Health and Social Care	NMS11766 International Health and Social Care School of Health and Social Care	PG Certificate Healthcare Management
2.	HRM11118 Organisational Change and Management Business school	NMS 11189 Leadership and finance for Effective Service Delivery School of Health and Social Care and Business School	NMS11174 Exploring Evidence to Improve Practice School of Health and Social Care	PG Diploma Healthcare Management
3.	NMS11176 Healthcare Management Project			MSc Healthcare Management

Programme Structure (Full Time) January commencement

Trimester				Award
2.	HRM11118 Organisational Change and Management Business School	NMS 11189 Leadership and finance for Effective Service Delivery School of Health and Social Care and Business School	NMS11174 Exploring Evidence to Improve Practice School of Health and Social Care	PG Certificate Healthcare Management
3.	No Modules			
1.	HRM11101 Contemporary Human Resource Management Business school	NMS11156 Clinical Governance & Improvement Practice School of Health and Social Care	NMS11766 International Health and Social Care School of Health and Social Care	PG Diploma Healthcare Management
2.	NMS11176 Healthcare Management Project			MSc Healthcare Management

Part-time students will choose one or two modules out of the three scheduled for each trimester:

Programme Structure (Part Time) Example

Year	Trimester	Modules	
1.	Trimester 1	HRM11101 Contemporary Human Resource Management	NMS11766 International Health and Social Care
	Trimester 2	NMS 11189 Leadership and finance for Effective Service Delivery	HRM11118 Organisational Change and Management
2.	Trimester 1	NMS11156 Clinical Governance & Improvement Practice	
	Trimester 2	NMS11174 Exploring Evidence to Improve Practice	
2.	Trimester 3	NMS11175 Healthcare Management Project	
3.	Trimester 1		

This is one example regarding the order of modules for part-time study and September commencement. This can be discussed with the programme leader to ensure that it meets your needs.

Expectations of Engagement

To get the most out of your time on your programme, it is important that you attend all scheduled class activities. Attending and participating in programme activities will help you successfully progress through your coursework, stay engaged, and keep motivated throughout the duration of your studies.

The University's regulations relating to student conduct and discipline can be found in the [Student Conduct Regulations](#) document.

At Edinburgh Napier University we expect all students show respect for, and courtesy to, each other, staff and the wider University Community at all times. The [Student Charter and Code of Conduct](#) clarifies behaviours falling outside the acceptable standard.

Our Commitment to Student Inclusion

The University is committed to helping all its students succeed and has a dedicated Disability Inclusion team to support students with disabilities, certain learning difficulties, and long-term medical conditions.

Forms of support for students may include: the provision of lecture notes in advance, the opportunity to record classes, and/or the incorporation of 25% extra time to complete class tests.

The University also has a wide range of assistive software available on [AppsAnywhere](#), including:

- **Claro Read:** a screen-reader that helps you listen to your research reading, including web pages, Word documents, and PDFs.
- **MindView:** a mind-mapping package that can convert your mind-maps into Word documents or PowerPoint slides.
- **Grammarly:** a programme that checks your spelling, grammar, and writing style.

You can find starter guides to these and many other packages on [My Napier](#).



If you have had additional support at school or college, for instance, in exams, the Disability Inclusion Team would be keen to hear from you so they can put equivalent support in place and liaise with your lecturers on your behalf.

If you feel like you would benefit from additional support because of a disability or suspected learning difficulty, please get in touch with the Disability Inclusion Team. Our advisors hold appointments each day by phone, on Teams and across all three campuses.

You can find out more about the Disability Inclusion Team on [My Napier](#).

You can reach the Disability Inclusion team by emailing disabilityandinclusion@napier.ac.uk

Questions You May Have:

- What facilities, equipment, software, etc. will I be using on My Programme?

You can access your individual teaching timetable via mobile devices and the student portal. Timetables are published three times a year for the upcoming trimester. Individualised student timetables are generated at the start of each trimester once module enrolment is completed. Students with incomplete timetables due to delays with matriculation or changes to module selections should allow up to five working days for timetables to be adjusted. It is therefore important to complete your enrolment and any module selections prior to the start of trimester. It is important to remember that the timetabled class hours are only a part of the hours which you will need to spend on developing subject specific skills. When you are not attending classes, your time can be spent on individual study i.e., researching, reading, preparing material for tutorials, referring to texts and articles, preparing coursework assignments, revising for examinations etc.

4. My Programme Contacts

Your programme has a team to manage its day-to-day running. If you have a question or problem, then you should contact one of the following members of staff. You should ensure that you know who the members of the Programme Team are for your programme.

Note: If you are using a university phone inside a university campus, you only need dial the last four digits of the numbers below.

The role of your Programme Leader is to manage and co-ordinate the operation of your programme in liaison with the Deputy Programme Leader, your Dean of School and others in the University, as appropriate.

Programme Leader

Mandy Gentleman email address: m.gentleman@napier.ac.uk

Programme Administrator

Martin Young email address: m.young2@napier.ac.uk

Healthcare Management Queries email address: HMQ@napier.ac.uk

SHSC Pastoral Support – The Student Experience Team

SHSCsupport@napier.ac.uk

Module Title	Module Leader	Room number	Telephone number	Email address
Clinical Governance & Improvement Practice	Anna Bak-Klimek	6.B.32 Sighthill	0131 455 2752	a.bak-klimek@napier.ac.uk
Contemporary Human Resource Management	Laura Gerard	2/38 Craiglockhart	0131 455 4357	L.Gerard@napier.ac.uk
Organisational Change and Management	Magdalena Gilek	Craiglockhart	0131 344 4581	M.Gilek@napier.ac.uk
Leadership and Finance for Effective Service Delivery	Mandy Gentleman	4.B.43 Sighthill	0131 455 3420	M.Gentleman@napier.ac.uk
Exploring Evidence to Improve Practice	Catherine Mahoney	3.B.42 Sighthill	0131 455 5627	c.mahoney@napier.ac.uk
International Health and Social Care	Paddy Perry	4.B.41 Sighthill	0131 455 5651	P.Perry@napier.ac.uk
Healthcare Management Project	Elaine Carnegie	4.B.18 Sighthill	0131 455 2705	E.Carnegie@napier.ac.uk

My Programme Representatives

(Please also see the [Student Voice](#) section of My Napier)



We are looking for a programme representative for the student group for the session 2023/2024. Anyone can stand for election and this is a great opportunity to participate further in development of the programme and also looks good on the CV. Training is required for the role and is provided for you online by the Edinburgh Napier Student Association (ENSA). You will meet other programme representatives at ENSA events. The names of those elected will be available on the programme Moodle page after the election. Those elected are required to attend the Student Staff Liaison Committee which is held every trimester. Here you would represent the views of the student group and discuss developments with members of the programme team. The election will be held early in Trimester 1 session 23/24. If you would be interested in this opportunity, please contact us by e-mail using this email: hmq@napier.ac.uk .

Programme Team

Your programme has a team to manage its day-to-day running. If you have a question or problem, you should contact one of that team members. If they are unable to help, you can contact our School Academic Lead Student Experience or the Head of Learning and Teaching who will assist you.

Programme Leader

Mandy Gentleman	4B43	0131 455 3420	m.gentleman@napier.ac.uk
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The role of your Programme Director / Leader is varied. It includes a remit to manage and co-ordinate your Programme's operation in liaison with your Dean of School and the rest of the University and liaise with any professional bodies of relevance to your Programme.



Healthcare Management Programme administrator

**Martin
Young**

4B48

m.young2@napier.ac.uk

**Healthcare
Management
Queries**

hmq@napier.ac.uk

PDTs, Year Tutors, Lecturers, Etc.

Each student is allocated a Personal Development Tutor (PDT) who will provide academic support for the duration of your studies. Your Personal Development Tutor (PDT) is your first point of contact for guidance on any academic or personal issues that may affect your academic work.

You can find out who your PDT is by logging into eStudent Records.

Details of the PDT role are available for students at: <https://my.napier.ac.uk/your-studies/improve-your-academic-and-study-skills>

Academic Support Advisor

The Academic Skills team provides guidance and support to help you improve your academic writing, reading and note-making strategies, critical thinking, reading and writing, and study skills. To contact an academic skills adviser email academicskills@napier.ac.uk

[Improve your Academic & Study Skills \(napier.ac.uk\)](#)

Academic English Support Advisor

The Academic English team supports and helps students to write in Academic English. If you have not studied in a UK education system before, they will help you develop

your language and research skills. To book a one-to-one session email:
eap.enquiries.@napier.ac.uk
English Language Support (napier.ac.uk)

School Disability Contact

School Disability Contacts (SDCs) are academic staff members who act as contact points for students who require additional support due to a disability, medical condition, or specific learning difficulty such as dyslexia. Each School may have one or more SDCs who liaise closely with the Disability Inclusion Team. SDCs are in charge of helping direct students who request support, sharing information with academic staff, and ensuring colleagues refer to their students' learning profiles.

SHSCDisabilityContacts@napier.ac.uk

Student Wellbeing & Inclusion

This team is here to help you feel content, healthy and supported. Please talk to them if you are experiencing difficulties. Support is available from their Student Funding, Counselling & Mental Wellbeing, Disability Inclusion, Keep On Track and Chaplaincy staff. You can find out more information about their services, along with their online resources on [My Napier](#).

Academic Integrity

One of the things you will learn about is the importance of academic integrity. Additional information is available in [My Napier](#) on your responsibilities as a university student and as an academic about upholding the Academic Integrity, which is the moral code and ethical policy of academia.

Our university [Student Conduct Regulations](#) are designed to maintain the integrity of your work and your award. Any breach of these regulations intentionally or accidentally is investigated by the School. Each School has an Academic Integrity Lead (AIL) responsible for investigating allegations of breach of Academic Conduct Regulations.

Information Services (including IT and Library Services)

Information on the range of services offered by the Edinburgh Napier University Information Services is available to you through My Napier:

- [IT Support](#)
- [Computers on Campus](#)
- [Library](#)

Your School Librarian is Maria King, email: m.king2@napier.ac.uk

Tel: 0131 455 5317

[LibGuides at Edinburgh Napier University](#)

Student Administrative Support

The iPoint and Reception

The iPoint and Reception will provide you with access to a range of services and support. They can help with enquiries relating to student status letter requests, council tax exemption requests, and appointment bookings for some student services. The iPoint and Reception can also assist with student card queries. You will find the iPoint and Reception at the primary entrances to our main campus buildings at Sighthill, Merchiston, and Craiglockhart. Further information regarding the iPoint and Reception is available on [My Napier](#).

5. Communicating with My Programme Team

When communicating in any form, please observe the University values and note the Information Security Policy and the Computer Suites Accepted Use policy.

All programme information is posted on the programme page <https://moodle.napier.ac.uk/course/view.php?id=17736>.

Please contact the programme team by email initially. We will aim to respond to your email within 48 hours. For all **general enquires** about any aspect of the programme email the Healthcare Management Queries mailbox - HMQ@napier.ac.uk

Contact the **module leaders** by email for any specific questions about your module. Contact your **personal development tutor** for signposting to help or resources or to discuss any other form of support you might need during your time at Edinburgh Napier University

When communicating in any form, please observe the expected behaviour as outlined in the [Student Charter](#) and note the [Information Security Policies](#) and the [Computer Suites Acceptable Use policy](#).

The University will use the email address it provides you with (e.g. [your matriculation number@live.napier.ac.uk]) as the primary means of communication with you. It is your responsibility to regularly check this email address to ensure you do not miss important information. In certain circumstances e.g. University email account disabled for non-payment of fees (tuition, library, etc.), you are not responding to contact via the University email address provided, we will contact you using the current contact details you have recorded in your [eStudent Record](#).

Please keep your details up to date at all times, as these may also be used to confirm your identity.



Opportunities to Provide Feedback

The University greatly values student feedback and endeavours to provide you with numerous opportunities to make your voice heard.

During the trimester, you will find that your Module Leaders will seek feedback from you informally. You are empowered to share your thoughts about how things are going, what you enjoy about a module, what you might change about a module and any concerns you may have. Your module leader will be keen to hear what you and your peers have to say so that they may better facilitate learning.

Towards the end of each module, there will be the opportunity to complete a module evaluation questionnaire. Here, you can give your views on key aspects of the module, including the teaching, learning, assessment, and feedback you have experienced to date, as well as the resources used to support the delivery of the module.

The class representative system is another mechanism through which you can raise issues/matter for consideration.

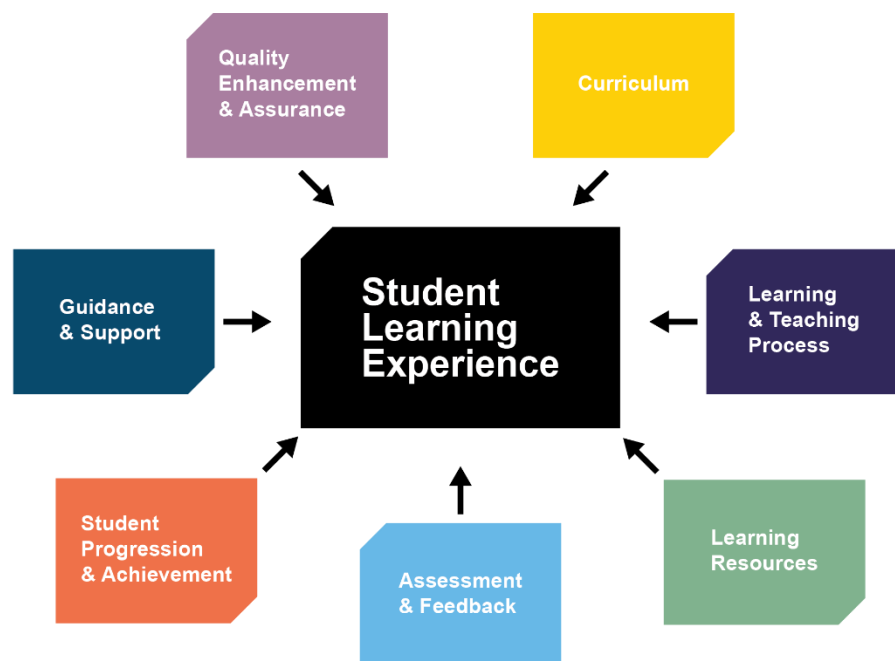
Depending on the level of study you are at and your location, you may also be asked to provide feedback through either the Postgraduate Taught Experience Survey (PTES).

Additionally, your Programme Team will have surveys and discussions aimed at obtaining your programme-specific feedback throughout your studies, and you may be invited to contribute to a review of your programme through the University's Institution-led Review (ILR) process, which takes place every 5-6 years.

There are also opportunities to get involved in university activities which can influence the quality of learning and teaching across Edinburgh Napier and improve students' experiences. Further information is available from the [Student Voice](#) section of MyNapier.

Student Staff Liaison Committee

The Student Staff Liaison Committee (SSLC) is one of many ways Edinburgh Napier University seeks to engage with you in the continual enhancement of your programme experience. The SSLC provides a forum where student representatives and programme staff can engage in effective discussions relating to several elements that together form the student learning experience:



While the SSLC meeting allows students to highlight areas of good practice and issues that may influence the learning experience, staff may also use this meeting to share any proposed module or programme changes. This will allow representatives to gather student feedback on any proposed changes and present it to the Programme Team at the Board of Studies meeting to ensure that the students' voices are informing programme development.

Board of Studies

Board of Studies are held each trimester to review and consider the feedback provided by students. Student feedback is an important and essential component of the programme review process to facilitate and support programme changes.



Your Feedback in Action

Student feedback is essential for the continual development and improvement of this programme. Your formal feedback is collected through regular module and programme surveys, through feedback to your student representative and informally through conversations with the programme team. Student feedback has helped us to redesign learning resources, develop different modes of learning materials and improve our programme information site.



6. Teaching and Learning Methodologies

A variety of teaching, learning and assessment methods are used in this programme and there is an expectation that you will take responsibility for your own learning with appropriate support from the academic staff. The programme has an emphasis on meeting real-world challenges such as, manager-workforce relations, coordination of care that is person, family and community-centred and implementing innovations in complex organisations. This aims to support future practice that is underpinned by a sound understanding of relevant theory and evidence-based knowledge. There will be both online and face-to-face teaching on campus by Edinburgh Napier University staff using a variety of mediums such as Moodle, WebEx and MS Teams.

The acquisition and application of knowledge and understanding (learning outcomes A1 to A6) is achieved through the use of lectures, seminars, tutorials, group work and guided independent learning. Academic achievement is supported by textbooks, appropriate international and peer-reviewed journal articles, specialist materials and professional and appropriate web-based resources. Learning material is delivered in a structured manner with the opportunity for reflection and discussion. Teaching sessions adopt an enquiry-based learning approach with students using experiences from the workplace or from their wider reading to enhance their learning. Throughout your engagement with the programme, you are encouraged to develop your learning through peer and tutor interaction, by face to face and electronic communication.

Intellectual and practical skills (learning outcomes B1 to B5) are developed through the use of case studies, practical exercises and problem-solving activities. Critical analysis, problem solving and reasoning skills are developed through the use of case studies, tutorials and seminar discussions. Critical thinking is an aspect of small group discussion in tutor and student-led tutorials. Intellectual skills based on the scientific approach and critiques are features of coursework assessments, and discussions in reports.

A variety of both formative and summative assessment methods are used in the programme. Each module is assessed on whether you have met its learning



outcomes. Formative feedback is provided to guide you on how you are progressing and to give constructive guidance to inform your development. Assessment methods include the use of essays; reports; presentations; reflective analysis and policy comparisons. The completion of a final project will allow you to demonstrate your critical thinking skills to the highest level of this award.

For Edinburgh based students, please refer to the timetable information on [My Napier](#) and the [Timetable section of My Napier](#)).



7. Assessment and Feedback

Details of all the assessments that you are required to undertake for each compulsory module during the trimester are in the assessment matrix located below. The matrix tells you the type of assessment, the submission week, and the weighting of the assessment. Other information, like how you will be expected to submit your work and the method that will be used to give you feedback, will be detailed in the assessment brief.

Any coursework you will undertake will have an assessment brief (except for examinations). Where provided, the assessment brief contains information about the assessment, including the marking criteria. Assessment briefs are held on Moodle. It is vital that you read all assessment briefs relating to your chosen modules.

You will receive feedback in a variety of ways (formal and informal). You are encouraged to speak to your teaching team about how feedback will be given in each module and for each assessment.

Module title	Trimester weeks														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Trimester 1															
HRM11101 Contemporary Human Resource Management (20 credits)								PR					R		
NMS11156 Clinical Governance and Improvement Practice (20 credits)								Es						Es	
NMS11766 International Health							R						Es		

and Social Care (20 credits)																
Module title	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Trimester 2																
HRM11118 Organisational Change and Management (20 credits)								R						Es		
NMS11174 Exploring Evidence to Improve Practice (20 credits)						R								R		
NMS11189 Leadership and Finance for Effective Service Delivery (20 credits)							E(F)								E FE	
Trimester 3																
NMS11176/NMS11175 Healthcare Management Project (60 credits)					LA										FP	RA

CE	Comparative Essay	FE	Financial Essay	R	Report
Es	Essay	LA	Learning Agreement	RA	Reflective account
E	Exam	PP	Project proposal	RE	Reflective Essay



F	Formative	PR	Presentation		
FP	Final project	PrR	Project Report		



8. Results, Progression, and Development

How Do I Progress and Develop Subject Expertise?

Refer to the programme structure for how you will progress through the programme. Each module runs once per academic year. If you are unsuccessful at any assignment, you will resit the assignment in trimester 3 or when advised by the assessment board (see below). Please note, to progress to the **Healthcare Management Project (NMS11176/5)** you must successfully complete all of six of the taught 20 credit compulsory modules. In the event that any of the modules should not be achieved as planned, commencement of the project module will be delayed until all 6 modules: **120 credits** are achieved. In such circumstances, please contact the Programme Leader and your Personal Development Tutor to discuss this.

If studying while in the UK on a study visa we strongly recommend you contact: Internationalsupport@napier.ac.uk for guidance and advice.

Programme and Module External Examiners

Dr Elizabeth Kiilu

Lecturer

University of Bradford

All modules are subject to internal and external moderation. This means that module marks are checked by a second lecturer within the university. External examiners are experienced university lectures from other institutions who provide an overall independent judgement on general student performance, as well as the quality and standard of your programme of study. They do not mark your work. You should also note that it is not part of their remit to communicate with individual students.

External Examiners provide an annual report to the University and this may be shared and discussed at SSLCs. Any student can request to see the external examiner report for your programme by contacting your programme leader.

Assessment Boards

Assessment Boards are responsible for making decisions about your academic performance, such as determining whether you have passed or failed a module, whether you can continue on a programme of study, and what your final award will be.

Further information about the role of Assessment Boards is available in [the University Academic Regulations](#).

What Are the Assessment Criteria?

There are different pass marks/grades depending on the level of study that you are undertaking. To pass a postgraduate module, you must get P1 overall. Each module may be made up of one or two components, and each component of assessment may contain a number of elements. For example, the assessment component may be a portfolio of work that contains a PowerPoint Presentation, a report, and a series of class tests. These would be known as the elements which make up the component. The weighting of components and elements is available in the [Module Catalogue](#).

You can find out how your overall degree classification/taught master's award is calculated, including the rules for distinction, within the [University Regulations](#).

(Note: Section B3 details the regulations used to calculate your undergraduate degree, while Section C3 details the regulations used to calculate your taught master's award of the University).

When Will I Receive My Results?

You will usually receive your grade/mark for an assessment, as well as any relevant feedback, within three working weeks. However, the marks/grades at this stage are still preliminary, as your Programme Assessment Board must confirm them. Your confirmed results will be available to you through your student account and can be accessed via [e-student records](#). To find out when these results are scheduled to be posted to your account, you can go to [My Napier](#). It is important that you familiarise



yourself with these dates and note to check your results – via [e-student records](#) - ideally on the publication date itself but if this is not possible then within no more than 72 hours of the publication date. Please check the publication date link regularly as the dates are subject to change and any changes will be posted there.

What If I Fail?

Do not panic if you have failed a module; you can get help from several people. In the first instance, you can contact your PDT, Module Leader, or your Programme Leader to talk through what will happen regarding reassessment. You can also ask for additional support from your Module Leader as you prepare for any reassessment(s).

Reassessment

If you fail an assessment, you will need to take a reassessment in order to pass the relevant module. Reassessments are usually undertaken during trimester three. You can find more details regarding reassessments on your module's Moodle site or, if it is an exam, on the exam timetable. You are also encouraged to refer to the [University Regulations](#) that govern deferred assessments and reassessment regulations.

Course Prizes and Medals

The university class medal can be awarded at the programme leader's discretion to a student who has demonstrated commitment and engagement to their studies for the duration of the programme.

9. My Programme Frequently Asked Questions

Frequently Asked Questions:

In addition to developing my subject knowledge and expertise, what other opportunities are available on my programme? How are my employability and transferrable skills developed over the duration of my programme?

The learning, teaching and assessment associated with the programme strives for excellence in academic skills, involving problem-solving and enquiry-based learning approaches that will equip you with the professional knowledge and applied critical thinking skills to be self-motivated and life-long, self-reflexive learners. We aim to develop graduates who are confident, enquiring and possess the skills for employment and enterprise that are valued internationally.

“I would recommend the course to others, based on the course content we have learnt a lot on how to improve health systems and also I have gained knowledge from the practical examples offered in each unit. The support from the lecturers in and out of lectures was really good.”

“The programme has changed my life - I now have a senior management role in a company owing to the programme.”

Throughout the year, the programme page provides live links to external opportunities including current publications, seminars, events, conferences, training events and research seminars.

Our international students often attend the programme with the aim of changing the healthcare policy and management of the healthcare system in their home country. The programme content provides a balance of healthcare and business theory for application to global contexts rather than solely the UK health system. Studying with an international peer group allows for gaining a global perspective on health care and



public health and enables you to explore common areas of need such as the mobilization and retention of health workers, quality and supply of medical, nursing and midwifery education and development of human resources. Also, the implementation of health plans, health promotion, disease prevention, disease management, rehabilitation and palliative care. Student Futures and Bright Red Triangle help you consider the enterprise skills required to be successful. Two of our students applied to the Bright Red Triangle to attend an intensive international week in a European university, focusing on enterprise developments. They were successful in gaining a place and we encourage you to consider application should this be something you wish to pursue.

Will I get the opportunity to be involved in research?

Previous students have found studying six consecutive modules equips them to study the final module where they combine their critical thinking and research skills enabling them to conduct an-employment focused project in the form of an integrative literature review. An essential component of healthcare management practice is analysing and critically appraising evidence for the purposes of improving population health and organisational development. In this programme you will gain an in-depth knowledge and understanding of research methods and you will use this knowledge to critically appraise research evidence. This will entail conducting an integrative literature review that may be published in a peer-reviewed journal. For example, participating in the research process has enabled students to: explore how managers can create positive environments for the midwifery workforce; investigate the feasibility of providing chemotherapy at home; explore the relationship between leadership style and quality of care in long term residential facilities.

Can I undertake a period of work experience within my programme?

There are no work experience opportunities associated with this programme but undertaking such study will support job applications to work in a healthcare setting.



What are the employability prospects for students who graduate from myProgramme?

On successful completion of this programme, you will have the knowledge, understanding and skills to gain postgraduate-level employment in healthcare management. Alternatively, you should be eligible to apply to doctoral-level study in healthcare management where available at the University or to seek entry to doctoral-level study at another higher education institution.

Careers advice is provided throughout the programme by our careers advisor and there is also the regular hosting of 'Careers Cafes' throughout the trimester to support students with employment opportunities. Further information can be found on the programme page: [MSc Healthcare Management Programme Page](#).