# I MODULE INTRODUCTION

## 1

*School of Public Health University of the Western Cape Private Bag X17*

*Bellville 7535*

*South Africa*

Dear colleague

**Welcome to the “Management Strategies for Public Health I” module!**

This module was created to help prepare individuals in the fields of health and welfare for the challenging role of manager particularly at programme, district and sub-district levels. We hope that you will find the course relevant to your work situation and useful in developing your skills as a manager. Health management is considered a key competence for Public Health professionals and this is therefore a compulsory module for of the Postgraduate Diploma in Public Health.

**About the Module**

The module covers three key management areas: people management, planning and resource management. Through exploring these areas, the module aims to provide information and guidance for practice, continually referring you to management issues within your own context. As management is cross-cutting in relation to other Public Health fields, you are expected to relate and link the concepts and competences you learn here to the contexts of the other Postgraduate Diploma modules.

As with your other modules, this module is designed for self-study or flexible learning, enabling you to work through the Study Sessions at your own pace. This also allows you to explore the material in whatever depth you prefer, and to skip parts with which you are already familiar. The module invites a range of learning activities including reading, analysis, reflection and application of new concepts, theories and models to your own work context, as well as observation and practice.

**Finding your way around the Module Introduction**

The introductory pages which follow provide you with an overview of the Module, its outcomes and assignments. Take the time to look through this section before you begin studying – taking particular note of the assignments and their requirements.

**Contact information**

All the contact information that you may need is contained in the *SOPH Programme Handbook*. You will find a Student Details Update Form in your SOPH Programme Handbook. If your contact details change in any way, please send it to the Student Administrator, School of Public Health and to the UWC Administration straight away.

**Assessment**

This module will be assessed through two assignments and a contribution on the module in your PG Diploma portfolio. This requires you to gather your reflections as you work through this module - hopefully you have developed this practice by now - and have a study diary. See Portfolio Development (in Section 3.6) of this Module Introduction. Check the due dates for your assignments with the study schedule on Ikamva. The assignments are only available on the Ikamva website and are designed to assess your understanding of the module outcomes and your ability to apply this understanding to your work situation.

**Student evaluation**

We hope that you will give us some feedback on your experience of this module. Your feedback will be valuable to us in improving them. You will be asked to complete an on-line evaluation at the end of the module.

We hope you enjoy your studies. Best wishes



Verona Mathews (Module Convenor)

**Contact Details**

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E-mail: vmathews@uwc.ac.za

**Vision Statement – The School of Public Health,** **University of the Western Cape**

The **Vision** of the School of Public Health is to contribute to the optimal health of populations living in a healthy and sustainable environment in developing countries, particularly Africa, with access to an appropriate, high quality, comprehensive and equitable health system, based on a human rights approach.

## INFORMATION ABOUT THIS MODULE

### Acknowledgements

The basis of this module, *Health Management I* was developed by Dr Wendy Venter in 2002, and has been adapted and revised by Ms Verona Mathews, both of the School of Public Health, University of the Western Cape.

We would like to acknowledge the following contributions to the modules:

Dr Peter Barron who contributed to the session on budgeting for this module and provided expert reviewer comments and guidance on SOPH’s Health Management curriculum along with Ms Soraya Elloker in 2009.

Prof Uta Lehmann who authored some sections of the module relating to human resources development and policy which was drawn from the Masters in Public Health (MPH) elective *Introduction to Human Resource Development in the Health Sector.*

The late Marius Gouws, Dr Gavin Reagon and Ms Nandipha Matshanda for extracts from the MPH elective *Using Information for Effective Management I.*

Dr Arthur Heywood, who conceptualised and authored the management section of this module’s predecessor, *Management for Health Promotion,* August 2001.

Prof David Sanders, Prof Uta Lehmann and Ms Hazel Bradley of the SOPH for review comments on the earlier and current versions of the modules.

Ms Tsebo Tseli for allowing us to use a case example she developed in the course of her studies.

Ms Marilise Phillips for compiling the Reader.

We are grateful for all of their contributions to this module.

### Module Aims and Rationale

Health care workers are frequently required to carry significant management responsibilities with little or no preparation for the role of manager. The module therefore aims to provide you with an understanding of the concepts behind and practices associated with effective management in the field of Public Health.

The approach is practical, requiring you to relate information to your own context and to reflect on your own experiences as you work through the module.

We focus on three key management areas: people management, planning and resource management. Each is in itself a vast study area, well beyond the scope of this module, but we have attempted to provide insights into some key aspects. In keeping with these three areas, the module emphasises three vital management themes: the importance of people, the importance of planning and the importance of systems in managing resources.

The over-arching theme of the module is captured by WHO’s 1993 statement:

***Management is: getting things done through people***

The crux of this definition is that effective management requires focus on both the people doing the work as well as on the work itself.

In the initial unit of the module, the focus is on understanding management itself and your role as manager as well as some of the challenges managers face in the District Health System; the role of policy in this setting is also addressed.

In Unit 2, we focus managing yourself, with a strong emphasis on managing stress and time management. We consider how to manage episodes of conflict constructively, how to lead your team to optimal performance and issues relating to motivation.

Next we turn our attention to planning as an integral part of management. Here we follow the theme: *Planning is using information from the past and the present to prepare for the future.* Three issues underlie the need for planning: activities need to be thought through in detail, decisions need to be made in the face of scarce resources and external influences need to be anticipated. A thorough planning process addresses these issues and becomes an important management tool to help you understand your context, make sound decisions and maintain control of your responsibilities.

The final broad area we explore is that of managing systems. The emphasis here is on the importance of information, standardisation and quality assurance when managing systems. The establishment and maintenance of well-managed systems links back to issues within leadership, motivation and team work, thus reiterating our theme: *Management is: getting things done through people.*

### Module Outline

This module consists of four Units divided into a total of 12 Study Sessions. Most of the Study Sessions require you to read one or two texts from the Reader. You will be referred to them in the course of the Study Session. In addition, you are expected to work through the Tasks which are integrated across the Study Sessions. Sessions vary in length and could take between one and four hours to complete. The Units in this Module are as follows:

**Strategies for Public Health Management I**

**Unit 1 – Management: An Introduction**

Study Session 1 What is Management?

Study Session 2 Policy in the Management Context

Study Session 3 Challenges to Managing the District Health System

**Unit 2 – Managing People**

Study Session 1

Study Session 2

Study Session 3

Study Session 4

**Unit 3 – Planning**

Study Session 1

Study Session 2

Study Session 3

Managing Yourself and Your Team Motivation

Developing and Leading Teams Managing Conflict

Planning: What and Why? The Planning Cycle

Information for Planning and Management

**Unit 4 – Managing Systems**

Study Session 1

Study Session 2

Standardisation and Quality Assurance Developing and Interpreting Budgets

### Learning Outcomes

The module is intended to lead to the following outcomes:

* Identify management roles.
* Apply conflict management concepts and models to a work situation.
* Describe factors which influence people’s motivation to work.
* Describe the relationship of an appropriate leadership approach to a situation.
* Describe the manager’s role in leading a team through its stages of development.
* Discuss reasons for planning, including scarcity of resources and the influence of external factors.
* Describe the stages of the Planning Cycle and define key planning terms.
* Draw up a plan for a small scale project using a planning tool.
* Describe the role of health information systems in planning and management.
* Demonstrate a basic understanding of how to develop and interpret budgets.
* Describe the concept of *appropriate technology,* the value of standardisation and maintenance in relation to medical equipment.
* Describe and evaluate components of a variety of systems.

### Intended Academic Outcomes

By the end of this module, you are expected to be able to:

* Define, explain and apply a range of concepts, models and theories relevant to the field of health management.
* Collect, select information and analyse information from the field of health management.
* Summarise information using diagrams and interpret diagrams.
* Select, analyse and apply information from academic and procedural texts.
* Evaluate health management practices and systems in terms of criteria.

## ASSESSMENT

### Information about Assessment

There are TWO compulsory assignments in the module and a contribution to your Postgraduate Diploma Portfolio. You must submit both, on deadline. You will receive assignment deadlines from the SOPH Student Administrator; it is your responsibility to ensure that you know the deadlines when the semester starts.

The assignments are weighted as follows: Assignment 1: 40%

Assignment 2: 60%

### To pass the module:

* You are required to pass both assignments with a minimum of 50%.
* You must have a minimum aggregate of 50% or more for the module.
* If you get below 50% in Assignment 1, you may repeat it once only.
* If you do not pass it second time around, you cannot proceed to Assignment 2 and must repeat the module.
* If you do not achieve 50% in Assignment 2, you repeat the entire module the following year.

### Submitting Assignments

These guidelines must be followed exactly every time you submit an assignment. Getting this wrong wastes our time, and we WILL return the assignment to you to correct.

**Read the *SOPH Programme Handbook* before submitting, to make sure you have followed the SOPH’s instructions for submission of assignments.**

**There is crucial information regarding referencing and plagiarism in Section 8.3.**

* Please send assignments to the Student Administrators, **not** the lecturer/convenor.
* When you submit your assignment, you will receive acknowledgement that it

has been received. If you don’t, check that it has been received.

* + Type your assignment on A4 paper, in 1,5 line spacing, in 12 pt Times New Roman, and leave normal margins for the lecturer’s comments.
	+ Handwritten assignments will not be accepted.
	+ Keep to the recommended length. Excessively long assignments may be penalised.
	+ Number ALL pages.
	+ Include the Assignment Cover Sheet (completed *fully*) as the first page of the assignment, i.e. the cover sheet and the assignment must be one document/file.
	+ Always put your name on every file you send, and label the file correctly, using these instructions as a guideline if submitting by e-mail:
		- Your Name (Surname, Initial) e.g. **Mambwe R**
		- Module abbreviation (see Programme Handbook for Core module abbreviations). Use CAPITALS, e.g. **HM I**
		- Assignment number, e.g. 1 or 2, and Draft or Final
		- The year, i.e. 2018

### *e.g.* Mambwe R, HM I Asn 1 Final 2016; Mambwe R, HM II Asn 1 Draft 2018*.*

**SOPH ADDRESS TO WHICH ASSIGNMENTS MUST BE SENT:**

**E-mail:** **soph-asn@uwc.ac.za**

**Fax:** + 27 21 959 2872 (Att Student Admin, SOPH)

**Post:** The Student Administrator, SOPH, University of the Western Cape, Private Bag X17, Bellville 7535, South Africa.

### Assignment Deadlines

* Assignments must be submitted by the due date, *preferably by e-mail*, but fax or post are accepted if dated on or before the due date.
* You will receive assignment deadlines from the Student Administrator once you have selected your modules and it will be on the module’s study schedule on Ikamva.

PLEASE NOTE: Late submission of assignments will impact on the time you have available for the next assignment, disrupt your lecturers’ schedules and result in late submission of marks into the UWC marks administration system; should that happen, you will have to repeat the entire module. It is therefore in your interests to manage your time as effectively as possible. Section 4 in this Module Introduction offers some general guidance and a blank work plan for you to work out your schedule for the semester. Should you require more guidance, try the SOPH *Academic Handbook.*

### Assignment Extensions

Under special circumstances, extensions may be granted. Even so, the extension will not normally be longer than two weeks. To request an extension, contact the Student Administrator (not the lecturer or Module Convenor) as soon as a problem arises. No extensions will be given for Draft Assignments,

and no late assignments will be accepted in Semester 2.

### Draft Assignments: Please read this section carefully

Lecturers will give you valuable feedback on your assignment if you send a draft. However, Drafts will ONLY be reviewed if they are received TWO OR MORE weeks before the final submission date; no extensions will be given for drafts; assignments received less than two weeks before the final assignment submission date will be taken to be the final.

If you want to submit a draft, do not submit a complete assignment. Select sections with which you are having difficulty, or submit an outline of the whole, but not the whole assignment. Lecturers will make every effort to respond to submitted drafts timeously.

**IMPORTANT:** The assignments for the module will be posted on Ikamwa and you will receive a notification that the assignments have been uploaded. Please read questions and instructions carefully. There is important information about assessment in the *SOPH Programme Handbook*, be sure to refer it before submitting your assignment.

### THE PORTFOLIO: INTRODUCTION

Detailed instructions for your portfolio are to be found in *Introducing Public Health: Its Basis and Scope,* and in your final module, *Monitoring and Evaluation for Health Services Improvement I.*

By now you should have created your own portfolio according to the guidelines provided, and be ready to upload your selected examples and report for this module.

Here’s a quick review of the process for each module:

* + - Select and upload your work as you complete a module;
		- Write a Module Reflective Report on your experience of the module as you complete it. To do so, it would be wise to take notes in a study diary (reflecting on your experiences and observations) as you work through the module. Your lecturer will provide brief feedback, once given access by you.
		- If you are doing your PGD over two years, your portfolio must only be submitted in your second year, after your *Monitoring and Evaluation for Health Services Improvement I* final Assignment 2. However, you are urged to build your portfolio as you work through your modules across the two years.

**Key points about the portfolio**

* It counts for 20% of Assignment 2, *Monitoring and Evaluation for Health Services Improvement I* (M & E) module.
* To be of value, you need to work consistently: develop it over the one or two years that you are involved with your PG Diploma Programme.
* It should be made up of two (2) parts, a set of samples of your work with short accompanying reports (Part 1), and a final composite report (Part 2).
* To make the process meaningful, you must compile a brief Module Reflective Report on your experience of each module as you complete it. This will serve as the raw material for your final reflective report (End of Programme Report).

### Assignment Cover Sheet

**School of Public Health – University of the Western Cape**

An Assignment Cover Sheet needs to be attached to every assignment. Please fill in all details clearly and staple this form to the front of your assignment. Alternatively, please fax it as the first page of your assignment, or develop a cover sheet like this one to e-mail with your assignment.

Full name: \_ \_ \_ \_ Address: \_ \_ \_ Postal code: \_ \_ \_ \_ \_

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Student number:

Module name: ***Management Strategies for Public Health I***

Due date: \_ \_ Assignment number: \_ Module Convenor: Ms Verona Mathews

If faxed, state the total number of pages sent including this page: \_ Assignment topic as stated in the Module Guide

 \_ \_ \_ Student’s comments to lecturer

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**Declaration by student**

I understand what plagiarism is. This assignment is my own work, and all sources of information have been acknowledged. I have taken care to cite/reference all sources as set out in the *SOPH Academic Handbook*.

Signed by the student: \_ \_ \_

The lecturer’s comments are on the reverse of this form

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**Office Use**

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| Date received | Assessment/Grade | Tutor | Recorded & dispatched |

## WORKLOAD AND SUGGESTED WORK PLAN

There are 12 sessions in this module. Because the sessions vary in length, we suggest you set your own goals for when to complete each study session using the time-plan provided. Keep track of the time it takes you to study so that you can plan your schedule more accurately.

Remember that your draft assignment must be sent at least two weeks before the due date and if it is sent so late, it should be e-mailed or faxed. Assignment 1 requires you to complete Units 1 and 2. Assignment 2 requires you to complete Units 3 and 4.

### Planning process

Use these steps to develop your own work plan:

* Review the Module Guide. Identify the weeks when you will be under other pressures. Fill in fewer Study Sessions for those weeks.
* Write in the Draft and Final Assignment dates.
* Spread the units across the time available ensuring that Units 1 and 2 are completed well before the draft of Assignment 1 is required.
* Reserve time for completing the draft and final assignment.
* Write the sessions you plan to complete in the final column in pencil, and adjust the schedule if it becomes necessary.

**SUGGESTED WORK PLAN FOR *Management Strategies for Public Health I***

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| --- | --- | --- | --- |
| **WEEK** | **STARTING DATE** | **UNIT & SESSION** | **YOUR OWN WORKPLAN** |
| 1 |  |  |  |
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| 13 |  |  |  |

# II STUDY SESSIONS

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| --- | --- | --- |
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