



Certificate of Expert Practice (CEP) in Leadership and Management

The CEP in Leadership and Management consists of five two-week modules and one module which last three weeks because Easter falls during that module which in 2024 is Module Five. It is assessed through the submission of two reflective statements (one at the mid-point of the course and one at the end of the course) and an on-line multiple-choice and short answer question examination the pass mark for which is 65%.

Modules

In brief the six modules and their learning outcomes are as follows:

Module 1 – Introduction to Management

- Understand the difference between management, leadership and supervision
- Understand the different qualities and skill sets required in these roles
- Be aware of issues facing new managers
- Understand the environment in which managers work
- Be able to write a job description for a supervisory or management post
- Understand what staff expect from a manager

Module 2 – Working in Organisations

- Understand what complex organisation structures are
- Understand the role of departments within the organisational structure
- Understand the differences between NHS and independent healthcare
- Understand the importance of organisational development
- Understand the importance of organisational culture, values and behaviours
- Understand Pathology as an organisation

Module 3 – Managing People

- Understand how to manage teams and individuals
- Understand the need to assess the most appropriate method of communication
- Be able to assess the need for staff
- Understand the recruitment and selection process

- Identify the need to make the decision
- Understand departmental objectives and apply them to the appraisal process
- Understand the need to develop and support staff
- How and when to use formal procedures

Module 4 – Finance

- Understand financial terminology related to budgets and business planning
- Understand the rationale for budget planning
- Understand the rationale for financial controls
- Be able to read budget statements and analyse them over time
- Be able to write a business case to bid for equipment or services
- Be able to evaluate financial performance and illustrate this statistically

Module 5 – Business Management and Marketing

- Be able to assess the needs and requirements of different customer groups
- Be aware of the need for a strong market brand
- Understand the importance of managing customer expectations
- Be able to use different tools to assess customer satisfaction and produce action plans to improve performance
- Be aware of the legal and financial issues associated with being a business

Module 6 – Change and Project Management

- Be able to link the concepts of change and project management
- Understand why change is not always welcome
- Be able to apply practical tools used in change and project management
- Be able to assess and define benefits of change and how these can be measured
- Know how to embed changes into working practice