



Certificate of Expert Practice (CEP) in Leadership and Management

The CEP in Leadership and Management consists of six two-week modules. 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 private healthcare
- Understand the importance of organisational development
- 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

