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# **London South Bank University**

## **Post Graduate Certificate Leadership and Management: Homelessness and Housing**

### **COURSE GUIDE 2021/22- v3**

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London SE1 0AA**

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# Post Graduate Certificate Leadership and Management: Homelessness and Housing

## 1. About London South Bank University

London South Bank University is a dynamic institution, with some 25,000 students: undergraduate, postgraduate, both full and part-time and research scholars who are working towards MPhil and PhD degrees. By joining the university, you are entering an academic community which has a new and energetic approach to its students and scholars based in the heart of London, just a mile from the South Bank arts complex, Westminster and the City of London.

## 2. Introduction

This course was developed by the School of Business in collaboration with the London Housing Foundation (LHF), who are sponsoring the course.

Appendix 1 sets out key information about the LHF. Students are asked to refer to this as it is critical to the background and ethos of the programme.

The programme aims to develop leadership and management skills for current managers and future leaders of organisations in this area of work.

The course is primarily designed for appropriately experienced and qualified staff in the homelessness and allied sectors.

The course will run from September 2021 until June 2022 on a part time basis on 8 two-day blocks; Thursdays and Fridays. There will be an initial two night residential from Monday 4th to Wednesday 6th October 2021.

**As in 2020/21 depending on the current guidelines on Covid-19 we will deliver on campus, online or, use a blended approach.**

## 3. Programme Aims

The Post Graduate Certificate in Leadership and Management: Homelessness and Housing, aims to:

1. Contribute to participants on-going Continuing Professional Development (CDP) and life-long learning as well as to employers' commitment to staff training and development
2. Develop and enhance the skills, knowledge, academic theory and current practice to lead and manage in a changing sector environment

3. Reflect current thinking in management theory and practice, recognising the changes in homelessness and allied sectors and the requirements of managers for the skills and knowledge to manage cross-sectorally as well as inter-sectorally.
4. Develop professional and personal confidence to manage and to progress professionally.

#### **4. Entry Requirements**

The admission of students to a programme of study are governed by the normal entry requirements for postgraduate management awards at London South Bank University and by the requirements specified below.

***Applicants will normally require:***

- a) A degree or equivalent qualification together with appropriate senior work experience in a relevant setting.  
***or***
- b) A professional qualification together with appropriate senior work experience in a relevant setting.  
***or***
- c) Relevant senior sector experience, recognised as enabling the applicant to join a course at this level,

The relevance of an applicant's experience would normally be discussed at interview

#### **5. Programme Sequence**

The Programme is a part time course commencing in September 2021 with classes ending in June 2022. ***ROOMS WILL BE ANNOUNCED NEARER THE START DATES.***

## **First Semester 2020**

**Enrolment and Induction session:** To be confirmed, but in **week commencing 13th September 2021**, at LSBU. This will include a visit to the library, an initial Study Skills session and a tour of the campus.

**Residential:** An initial residential from **Monday 4th to Wednesday 6th October** at Cumberland Lodge. There will be a small group task following which group members will make a presentation. This will be “formatively” assessed.

**Note:** *This formative assignment does not count towards the final award but is an opportunity to receive feedback on a piece of group work.*

**Library and Study Skills Sessions:** To support participants studying at postgraduate level for the first time, or to provide revision for those who already have, additional sessions are offered. One will take place during the Induction event (see above). The second will take place, as topics within the "Leadership and Management" module, during Block 2 (11th and 12th November 2021)

### **Module 1: Leadership and Management (LAM):**

Will run on a day and a half over four two-day Blocks – Thursdays 10.00 to 13.00 and Fridays 9.00 to 17.00. *Please note the different timings for each day.*

The dates are:

**Block 1:** Thursday 21<sup>st</sup> and Friday 22<sup>nd</sup> October 2021

**Block 2:** Thursday 11th and Friday 12th November 2021

**Block 3:** Thursday 9th and Friday 10th December 2021

**Block 4:** Thursday 6th and Friday 7th January 2022

The module will be led by Johan Tjok-A-Tam, supported by Andrew Summers

### **Module 2: Finance for Non-Finance Managers (FNF):**

Half a day (13.45 to 18.00) on the Thursdays of each of the above four blocks. The module will be led by Dr Charles Jardine.

## **Second Semester 2021**

### **Module 3: Organisational Development (ORD):**

Will run on a day and a half over four two-day Blocks – Thursdays 10.00 to 13.00 and Fridays 9.00 to 17.00. *Please note the different timings for each day.*

#### **PROVISIONAL dates are:**

**Block 5:** Thursday 3<sup>rd</sup> and Friday 4th February 2022

**Block 6:** Thursday 3<sup>rd</sup> and Friday 4th March 2022

**Block 7:** Thursday 24th and Friday 25th March 2022

**Block 8:** Thursday 5th and Friday 6th May 2022

**There will also be a final full day on Friday 20th May 2022, when participants will present an outline of their coursework to assessors and classmates.**

The module will be led by Dr Jan Rae, supported by Andrew Summers

### **Module 4: Governance, Risk and Ethics (GRE):**

Half a day (13.45 to 18.00) on each of the above four blocks. The module will be led by Dr Charles Jardine

#### **Easter Break**

There is an Easter Break from Monday 11th April to Friday 29th April 2022, inclusive. There are no classes during these weeks although the university and the library will be open.

## 6. Course Structure

The course comprises the following taught Modules:

### **Leadership and Management (20 Credits)**

We will examine the different concepts of leadership and management focussing on what might be considered the more appropriate styles in the homelessness and housing context. It will include value-based leadership and change management. There will be opportunities to evaluate your own individual and organisational competences and for skill development using in-depth reflections.

### **Finance for Non-Finance Managers (10 credits)**

This module is designed to provide students with knowledge of basic concepts and practices in accounting and finance, an understanding of accounting requirements and an appreciation of good practice in financial reporting, within both Civil Society and Public Sector organisations. It will introduce key elements of project accounting, including an understanding of basic costing approaches as well as understanding the theory and basis of management accounting, including budgeting and reporting.

### **Organisational Development (20 Credits)**

The module provides an overview of theories, techniques and knowledge in the area of Organisational Development (OD), focussing on the relationship between OD, Organisational Behaviour and Human Resource Management, adopting a critical and comparative perspective of the issues relating to topics relevant to managing people, in homelessness and housing organisations. There will be ample scope to analyse your own organisation's practices in light of the theory.

### **Governance, Risk and Ethics (10 Credits)**

This module will enable participants to reflect on and understand the role of governance in ensuring accountability within their organisations, both for those working in the public sector as in the charity sector. This module will introduce concepts and theories of governance, risk and ethics, together with practical tools to facilitate and enable appropriate accountability.

## 5. Module Assessments

- **Leadership and Management**

*100% Coursework but with 2 Elements as follows:*

**Element 1 (40% weighting)** –Two examples of high-level reflections on your leadership or managerial performance.

**Element 2 (60% weighting)** – An individual written assignment, applying relevant theoretical concepts to your organisation.

- **Finance for Non-Finance Managers:**

*100% Coursework with one Element*

Assessment will be based on a Case Study which will be worked on during the module

- **Organisational Development**

*100% Coursework but with 2 Elements as follows:*

**Element 1: (80% weighting)** Assignment based in students' own organisation

**Element 2: (20% weighting)** Individual presentation on an outline of, and recommendations from, Element 1. *(This to take place on 14th May 2021, before the submission of Element 1 in June 2021, to enable feedback to be taken into account.)*

- **Governance, Risk and Ethics**

*100% Coursework*

The Coursework will be an individual written assignment. Assessment will be based on a Case Study, with staged Assessments throughout the Module.

### **Overall**

The weighted pass mark across the modules is 50%. Where there are multiple assessments, a 40% minimum pass on each element is a necessary condition of an overall pass.

It is necessary to pass all the modules to be awarded the Postgraduate Certificate.



## 8. Assessment regulations

Module submission assessments dates will be set out in the Module Guides and via the in-house Moodle web site.

Regulations for assessment and progression will follow the LSBU Academic Regulations for Taught Programmes:

[https://www.lsbu.ac.uk/\\_\\_data/assets/pdf\\_file/0010/84349/assessment-and-examination-handbook.pdf](https://www.lsbu.ac.uk/__data/assets/pdf_file/0010/84349/assessment-and-examination-handbook.pdf)

## 9. Virtual Learning Environment (VLE)- aka "Moodle"

### Email

All students on enrolment are given an LSBU email account, and students can access this account on or off campus. All contact with students on the course will be via their LSBU email address.

### Virtual Learning Environment

Students on and off campus will have access to, a virtual learning environment (Moodle), which enables students and tutors to share learning resources, communicate, collaborate and support progress. It allows students and tutors to have flexible access as it can be used on and off campus and at any time of the day (or night!). As well as providing support for individual modules, the site contains a virtual notice board which allow Course Directors and Tutors to put up information relating to the course as and when it becomes available. It will be recommended that students check the VLE site on a regular basis.

## 10. Information on the Recruitment Process and Fees

LHF contracts with LSBU for this course and leads on recruitment for this programme.

Invitations for Expressions of Interest will be sent out by LHF. Once reviewed, suitable candidates will then be invited by LHF to submit a formal online UCAS application, instructions for which will be sent out to those invited to apply as per the recruitment timetable (see Section 12)

The total course fee is subsidised by LHF who pays for 50% of the cost. The contribution from participating organisations will be between £1000 and £1350 per person depending on the number of students enrolled (maximum of 18 and minimum of 12). Only once we know the total number of students enrolled will we know the exact amount.

LHF will invoice organisations who have candidates successfully enrolled on the programme for their contribution shortly after the start of the course.

Information on fees and recruitment can be found on **LHF's** website at: <https://lhf.org.uk/leadership-and-management-programme>

## 11. Course Contacts

Johan Tjok-a-Tam (Chuck) – Course Director

**Mob: 07767 456098**

**Email: [tjokatac@lsbu.ac.uk](mailto:tjokatac@lsbu.ac.uk)**

Paul Charlett

Course Administrator

**Tel: (44) 020 7815 8211**

**Email: [charletp@lsbu.ac.uk](mailto:charletp@lsbu.ac.uk)**

## 12. Recruitment Timetable

<b>Date</b>	<b>Activity</b>	<b>Notes</b>
3rd February 2021	Calls for EOIs sent out to interested parties by LHF	This includes appropriate organisations on LHF's database, and those already having expressed an interest, local authorities and MHCLG
5th March 2021, noon	All EOIs to be received by LHF	If there is any reason why an EOI cannot be submitted by the deadline, this should be notified to LHF in advance
15th March 2021	LSBU open for formal online applications	Instructions on how to use the system will be sent to those invited to apply by LSBU
15th April 2020	Deadline for formal online applications	If there is any reason why an application cannot be submitted by the deadline, this should be notified to LHF in advance
w/c 19th April 2021	LSBU/LHF review of applications	Applicants to be invited for interview will be notified by LSBU Admissions
Tues, 4th May 2021 Wed, 5th May 2021 Thurs, 6th May 2021 Tues, 11 <sup>th</sup> May 2021 Wed, 12 <sup>th</sup> May 2021 Thurs, 13 <sup>th</sup> May 2021 Fri, 14th May 2021 Fri, 21st May 2021	Interviews to be held at LSBU or online	Applicants should make a note of potential interview dates
w/c 7 <sup>th</sup> June 2021	Formal offers and/or rejections will be sent out by LSBU	All successful applicants have to accept the offer. Instructions will be sent out
w/c 13 <sup>th</sup> September 2021	LSBU Enrolment/Induction	To be held at LSBU
5th -7th October 2021	Introductory Residential at Cumberland Lodge, Windsor Great Park	A chance to meet other course participants and key individuals from LSBU and LHF
15th October 2021	Academic programme commences at LSBU	Provisional dates for all modules included in the Course Guide

## 13. Reading Lists

### **Leadership and Management Module (LAM)**

#### **Core Materials**

Anheier, H (2014), *Non profit Organisations: Theory, Management and Policy* (2nd Eds)  
Abingdon:Routledge

Busch, T & Murdock, A., (2014), *Values based Leadership* Basingstoke:Palgrave

Goffee, R & Jones, G., (2006), 'Why Should Anyone be Led by You?' Harvard Business School Press.

Hudson, Mike., (2017 eds), *Managing without profit.* London:Directory of Social Change.

Mullins, L. J., (2016) *Management and Organisational Behaviour* (11th Eds). Harlow, Pearson Education Limited.

Buchanan, D and Huczynski A. (2019). *Organisational Behaviour* (10th Eds) Harlow, Pearson Education Limited

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### **Organisational Development (ORD)**

#### **Core Material**

Bingham, C. (2016). *Employment Relations: Fairness and Trust in the Workplace.* London: Sage. *The focus on issues such as fairness, trust, voice and engagement provides an approach which is different to conventional textbooks and is useful for managerial perspectives.*

Henderson, I. (2017) *Human Resource Management for MBA and Business Masters Students* London CIPD

Mabey, C. and Finch-Lees, T (2008). *Leadership and Management Development.* London : Sage

Myers, P. Hulks, S. and Wiggins, L. (2012) *Organizational Change: Perspectives on Theory and Practice.* Oxford:OUP

Redman, T. Wilkinson, A, Dundon, T. (ed) (2017) *Contemporary Human Resource Management : Texts and Cases* Harlow : Pearson Education

## **Governance, Risk and Ethics (GRE)**

### **Core Materials**

*Charity Administration Handbook*, Don Bawtree and Kate Kirkland, Tottel Publishing, 2018

*Fundamentals of Risk Management: Understanding, evaluating and implementing effective risk management*, Hopkin P, Kogan Page, 2018

*Ethics in Nonprofit Organizations: Theory and Practice*, Grobman G, White Hat Communications, 2018

## **Finance for Non-Financial Managers (FNF)**

### **Core Materials**

Poffley, A I, (2013) *Income to Impact*, Directory of Social Change

Sayer,, K (2012) *A Practical Guide to Financial Management for Charities and Voluntary Organisations*, Directory of Social Change

Hudson (2017) *Managing Without Profit: Leadership, management and governance of third sector organisations*, Directory of Social Change,

*Accounting: an Introduction*, Atrill and McLaney, Pearson Education Ltd., (2018)

## Appendix 1: Key Information from London Housing Foundation



### What We Do

***LHF's primary aim is to reduce street homelessness. We do this by supporting the work of agencies that provide services to those experiencing homelessness or who are in imminent danger of homelessness.***

***We do not directly provide any services ourselves to homeless people but we run programmes and provide grants to help those that do. As our name suggests we focus the majority of our efforts on agencies working in London but we do from time to time support agencies outside London. We have funded some projects in Eastern Europe when we have seen an overwhelming case for humanitarian assistance for single homeless people.***

### History of the PG Certificate in Leadership and Management: Homelessness and Housing

In 2014, LHF prioritised a need for capacity building within the sector to ensure that organisations and individuals working towards the same ends of combatting homelessness had the necessary people with the necessary skills to work towards this shared vision. Following discussions with LSBU, we embarked on the first programme of the PG Certificate in January 2015 and are now entering our eight year of the programme, to commence September 2021.

### LHF's Current Priorities

Please have a look at LHF's website to find out more about the work that we support that includes the Leadership and Management Programme with LSBU, LHF Atlas, the London Homelessness Awards, responsive grants, homelessness in other countries, especially as they may impact on the UK. <http://lhf.org.uk/>

### International Aspect

LHF believes strongly that homelessness agencies working in London and the UK can learn from other agencies carrying out similar work abroad. This learning can take the form of both seeing how others deliver services, but also in Europe and particularly the EU, understanding how local economic and social conditions can impact directly on the demand for services from the agencies in London itself.

LHF has had a close partnership with Depaul International for 8 years. This has allowed us to both support Depaul's international humanitarian work with homeless people in Eastern Europe and through this collaboration to better understand the links between homelessness in London and other major European cities.

### **LHF Professional Development Programme**

For many years LHF has provided bursaries for individuals working in London who wish to visit agencies abroad and we have also organised reciprocal trips to allow foreign agencies to see the work carried out in London. Recently we have concentrated our funding on bursaries in support of our Leadership Programme that offers all graduates the opportunity to travel and see how other organisations tackle homelessness in their countries.

The current focus of the bursaries we offer to Leadership Programme graduates is the impacts of migration on homelessness in European cities.

### **LHF Contacts:**

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