



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

## **COURSE GUIDE 2024/25**

**London South Bank University  
103 Borough Road  
London SE1 0AA**

**© Copyright London South Bank University October 2022**

# Table of Contents

1.	About London South Bank University .....	3
2.	Introduction .....	3
3.	Programme Aims .....	3
4.	Entry Requirements .....	4
5.	Programme Sequence .....	5
6.	Course Structure.....	7
7.	Module Assessments.....	8
8.	Assessment regulations.....	9
9.	Virtual Learning Environment (VLE)- aka "Moodle" .....	9
10.	Information on the Recruitment Process and Fees .....	9

# 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. Prospective students should visit the LHF website to find out more about LHF and also the course; this 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 2024 until June 2025 on a part time basis on 8 two-day blocks; Thursdays and Fridays. There will be an initial two night residential from Tuesday 1st to Thursday 3rd October 2024.

## 3. Programme Aims

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

- Contribute to participants on-going Continuing Professional Development (CDP) and life-long learning as well as to employers' commitment to staff training and development
- Develop and enhance the skills, knowledge, academic theory and current practice to lead and manage in a changing sector environment
- 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.
- 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 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 2024 with classes ending in June 2025. *ROOMS WILL BE ANNOUNCED NEARER THE START DATES.*

### **First Semester 2024**

**Enrolment and Induction session:** To be confirmed, but in **September 2024** 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 **Tuesday 1st to Thursday 3<sup>rd</sup> 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.

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

Will run on a day and a half over four two-day Blocks – Thursdays 9.00 to 12.00 and Fridays 9.00 to 17.00. *Please note the different timings for each day.*

The dates are:

- **Block 1:** Thursday 10<sup>th</sup> and Friday 11<sup>th</sup> October 2024
- **Block 2:** Thursday 24<sup>th</sup> and Friday 25<sup>th</sup> October 2024
- **Block 3:** Thursday 14<sup>th</sup> and Friday 15<sup>th</sup> November 2024
- **Block 4:** Thursday 5<sup>th</sup> and Friday 6<sup>th</sup> December 2024

The module will be led by Johan Tjok-A-Tam, supported by Dr Jan Rae and Fiona Wheeler

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

Half a day (13.00 to 17.15) on the Thursdays of each of the above four blocks. The module will be led by Dr Charles Jardine.

## **Second Semester 2024**

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

Will run on a day and a half over four two-day Blocks – Thursdays 9.00 to 12.00 and Fridays 9.00 to 17.00. *Please note the different timings for each day.*

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

- **Block 5:** Thursday 6<sup>th</sup> and Friday 7<sup>th</sup> February 2025
- **Block 6:** Thursday 27<sup>th</sup> February and Friday 28<sup>th</sup> February 2025
- **Block 7:** Thursday 20<sup>th</sup> February and Friday 21<sup>st</sup> March 2025
- **Block 8:** Thursday 10<sup>th</sup> February and Friday 11<sup>th</sup> April 2025

**There will also be a full day on Friday 9th May 2025, when participants will present an outline of their coursework to assessors and classmates.**

The module will be led by Ms. Fiona Wheeler (or J. Tjok-a-Tam), , supported by Dr. Jan Rae and J. Tjok-a-Tam.

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

Half a day (13.00 to 17.15) on each Thursday of the above four blocks. The module will be led by Dr Sergey Portyanko.

#### **Easter Break**

There is an Easter Break from Monday, 14th April to Friday, 2nd May 2025, 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.

## 7. 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 9th May 2025, before the submission of Element 1 , 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 course fee is subsidised by LHF who pays for 50% of the cost. The contribution from participating organisations is £1,200.

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

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

## 11. Course Contacts

### LSBU 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)**

### LHF Contacts:

Becky Rice

LHF Course Director

**Tel: 07811 607 679**

**Email: [becky.rice@lhf.org.uk](mailto:becky.rice@lhf.org.uk)**

Hayley Dobson

Executive Assistant (LHF)

**Tel: 0207 9340177**

**Email: [hayley.dobson@lhf.org.uk](mailto:hayley.dobson@lhf.org.uk)**

## 12. Reading Lists

### Leadership and Management Module (LAM)

#### Core Materials

Bailey, C., Mankin, D., Kelliher, C. and Garavan, T (2018), *Strategic Human Resource Management*, Oxford University Press.

Mullins, L. J., and Gary Rees. (2023). *Management and Organisational Behaviour* (13th Eds). Harlow, Pearson Education Limited.

Scott, S (2017) *Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a time*, London: Little Brown Book Group.

Whitmore, J (2017) *Coaching for Performance*. 25th Ed. London: McGraw-Hill  
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.

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

### 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)