Management in Health Institutions (D001691)

From the academic year 2016-2017 up to and including the
Course Specifications

Lecturers in academic year 2017-2018

Gemmel, Paul
EB09 lecturer-in-charge

Offered in the following programmes in 2017-2018

Master of Science in Health Care Management and Policy
6 A

Teaching languages

Dutch

Keywords

Service management, Process management, Patient logistics, materials logistics, quality management

Position of the course

This course starts from the viewpoint that a healthcare organisation can be considered as a service organisation, which do not only provide care, but also a service to their clients. The course is built on the 5 foundations of 'service management'. Service organisations must position themselves very clearly through the development of a service concept (Positioning) and the design of its processes in line with this service concept (Process Management). This leads to a certain performance in terms of quality and productivity (Performance Management). Employees (People) do play an important role in achieving this performance. It is also important that the physical environment (the so-called servicescape) is managed (Place). In this course we will put more emphasis on process management as the other foundations of service management are also discussed in other courses. The efficient management of materials and information flows and the coordination of these flows with the patient flow is one of the challenges of care organisations.

Contents

Session 1: Healthcare organisations as service organisations: the 5 P& I model
Session 2: Positioning of healthcare organisations
Session 3: Performance in healthcare organisations:
Session 4: Process management in healthcare organisations
Session 5: Process management in healthcare organisations: capacity management
Session 6: Process management in healthcare organisations: flow management
Session 7: Process management in healthcare organisations: lean management
Session 8: Process management in healthcare organisations: management of material flows
Session 9: Process management in healthcare organisations: management of material flows
Session 10: Process management in healthcare organisations
Session 11/12: Servicesim business game

Initial competences

This course builds on the competences of 'general management and organisation' and 'introduction to economics' of the master in management and policy in healthcare.

Course size

(nominal values; actual values may depend on programme)

Credits 6.0
Study time 180 h
Contact hrs 45.0 h

Course offerings and teaching methods in academic year 2017-2018

A (semester 1) Dutch
seminar 10.0 h
lecture: plenary 5.0 h
lecture 20.0 h
group work 10.0 h

Contact hrs 45.0 h
Study time 180 h

Credits 6.0

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Initial competences

This course builds on the competences of 'general management and organisation' and 'introduction to economics' of the master in management and policy in healthcare.
Final competences

1. To integrate the insights from different management areas (service management, operations management, marketing, HRM and innovation) in the critical analysis and explanation of complex management issues.

2. To use scientific knowledge in the critical appraisal of management issues in healthcare.

3. To use different paradigms in service management and operations management to explain complex management issues.

4. To acquire a good knowledge about the scientific service and operations management literature.

5. To use management principles in understanding, analysing and solving complex problems.

6. To follow up and apply in a critical way new trends in management sciences.

7. To work in team to solve a complex problem in the management sciences.

8. To use the previously described competences to develop the required skills to function on the level of leading professional in healthcare.

Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment.

Conditions for exam contract

This course unit cannot be taken via an exam contract.

Teaching methods

Group work, lecture, seminar, lecture: plenary exercises.

Extra information on the teaching methods

We use in this course cases, papers and articles. This allows the student to acquire in an interactive way the knowledge on the different themes. This assumes a continuous preparation of the cases. The students are asked to read an English management book. This should be an incentive to read more of these books and to reflect on it in their life after the university. The students will also participate in the complex process of decision-making in service organisations by playing a business game.

Learning materials and price

A course handbook: Gemmel Paul & Katrien Verleye, Service Management voor Zorgorganisaties, de Keure, NEW EDITION IN 2016
An English management book. Every year another book will be assigned.
Articles and cases
Slides

References


Course content-related study coaching

After the course or on appointment

Evaluation methods

end-of-term evaluation and continuous assessment

Examination methods in case of periodic evaluation during the first examination period

Written examination

Examination methods in case of periodic evaluation during the second examination period

Written examination

Examination methods in case of permanent evaluation

Oral examination, peer assessment, report

Possibilities of retake in case of permanent evaluation

examination during the second examination period is not possible

Extra information on the examination methods

The written exam covers the theory, the cases and the management book. The text of the cases and the management book can be used during the exam. The non-periodical evaluation is based on a written report and a group presentation related to the business game.

(Approved)
Calculation of the examination mark

- Periodical (end) evaluation: 60% of the points
- Non-periodical evaluation: 40% of the points

The students must participate at the periodic and the non-periodic evaluation as a condition to succeed for the exam.

Facilities for Working Students

- The tasks related to the non-periodical evaluation must be performed by work students.