Course
Specifications
Valid as from the academic year 2018-2019

Service Management in Health Institutions (D012148)

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Valid as from the academic year 2018-2019

Course size
(nominal values; actual values may depend on programme)
- Credits 7.0
- Study time 200 h
- Contact hrs 45.0 h

Course offerings and teaching methods in academic year 2018-2019
- A (semester 1)
  - English
  - Lecture: 25.0 h
  - Group work: 10.0 h
  - Lecture: plenary exercises: 5.0 h
  - Seminar: 5.0 h

Lecturers in academic year 2018-2019
- Gemmel, Paul
  - EB23
  - Lecturer-in-charge

Offered in the following programmes in 2018-2019
- Master of Science in Health Care Management and Policy
  - Credits: 7
  - Offering: A

Teaching languages
- English

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 organizations.

Contents
- Healthcare organisations as service organisations: the 5 P& I model
- Positioning, Place and People in healthcare service organisations: service branding,
  the servicescape, front-office and back-office configurations, location.
- Performance in healthcare service organisations: quality, speed, flexibility,
  dependability and productivity.
- Process management in healthcare service organisations: managing capacity, patient
  flows and material flows
- Innovation management in healthcare service organisations

Initial competences
This course builds on the competences of 'General Management and Organisation' and
'Introduction to Economics' of the program Master of Management and Policy in
Healthcare.

Final competences

(Approved)
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 and operations management sciences to explain complex management issues.

4. To acquire a good knowledge about the scientific service and operations management literature and being able to use primary sources.

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 a team to solve a complex problem in the management sciences.

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 (e.g.) 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 organisation by playing a business game.

Learning materials and price
A management book (each year we will assign another book). (35 Euro)
Business game and case. The students have to pay a license fee of approximately 20 Euro for the use of the case studies and the business game.
Presentations on MINERVA
Total cost: 80 Euro

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 with open questions

Examination methods in case of periodic evaluation during the second examination period
Written examination with open questions

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 final written examen covers the theory, the cases and the management book. The text of the cases and the English 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, and the preparation of the cases.

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

(Approved)
The student have to participate at the periodic and non-periodic evaluation as condition to succeed for this course.

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