Course Specifications
Valid as from the academic year 2018-2019

Service Management in Health Institutions (D012148)

Course size
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 7 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
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) 2
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.