



# UNIVERSITÀ DI PAVIA

Anno Accademico 2018/2019

HEALTHCARE MANAGEMENT	
Enrollment year	2018/2019
Academic year	2018/2019
Regulations	DM270
Academic discipline	SECS-P/08 (CORPORATE FINANCE)
Department	DEPARTMENT OF ECONOMICS AND MANAGEMENT
Course	INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP
Curriculum	International Management
Year of study	1°
Period	2nd semester (18/02/2019 - 18/05/2019)
ECTS	6
Lesson hours	44 lesson hours
Language	English
Activity type	WRITTEN AND ORAL TEST
Teacher	DEMARTINI MARIA CHIARA (titolare) - 6 ECTS
Prerequisites	Basic knowledge of management and economic theories. E.g. Porter's five forces framework, pricing theories, agency theory.
Learning outcomes	<p>This module provides the student with a comprehensive knowledge on the management of healthcare organisations, grounded on a diversified and international perspective. The complexity of healthcare organisations requires managers to develop a set of skills aimed at simultaneously managing clinical performance, staff and financial resources to provide a better outcome for the population as a whole. Therefore, students will learn how to experience ambidexterity in managerial activity in order to improve decision-making in a multi-objective environment. Learning will be based on lectures, teamwork and case studies delivered by lecturers and practitioners working for national and foreign healthcare organisations in order to compare and contrast different managerial approaches.</p>



- Quality in Healthcare Organizations (8 hrs)
  - o Use evidence-based data and research methods to guide organisational transformations and quality assurance
  - o Compare and contrast routines and innovations fostering quality improvements in different health settings (e.g. primary v secondary care, management of chronic diseases in different health systems)
- Performance Management (8 hrs)
  - o Rationale for performance measurement and management
  - o Evolution of performance measurement practice in different health systems
  - o Individual v organisational performance management
- Financial Management in Health (6 hrs)
  - o Health care expenses dynamics. An international comparison
  - o Managing finance of a health care organisation
  - o Analysis of the finance-performance linkages
- Commissioning and Licensing (6 hrs)
  - o Evidence-based practice in assessing needs, designing services and monitoring outcomes
  - o Monitoring the quality of care provided
- Project management (6 hrs)
  - o Apply traditional project management tools to the development of a project in health care at different levels of analysis (team, department, organisation, trust, authority, health department)
- Leadership in Healthcare (6 hrs)
  - o Leadership versus management within a dynamic professional environment
  - o Linking leadership and management practices to structures, cultures and behaviours in the private and public sector healthcare organisations
  - o Role of leaders and managers in influencing and motivating teams
  - o Team work improvement e.g. use of Emotional intelligence, Coaching and Mentoring and the use of interpersonal skills at work.
- International competition and cross-border healthcare services (4 hrs)
  - o Analysis of the EU directive 2011/24/EU on cross-border health care services
  - o Screening of the potential for market development
  - o Models for international health care partnerships
  - o International outsourcing

## Teaching methods

Frontal lectures, case studies and seminars. Frontal lectures will be given by the appointed lecturer as well as senior executives working in the healthcare sector. Lecturers will provide both a national and an international perspective to the contents of the module. In order to achieve the knowledge and competencies specified for this module, students will be asked to set groups and practice some teamwork with specific assignments. Case studies will be discussed in class in order to enhance the theory previously discussed. Students will have to understand the given problem by applying the knowledge acquired during lectures and show their decision-making competencies. Ad hoc seminars will extend the contents and knowledge provided in class.

**Reccomended or required  
readings**

Walshe, K., and Smith, J. (eds.). Healthcare management, II ed., Open University Press, Maidenhead, UK.





The final grade will be based upon the following:

- 30 % teamwork;
- 30 % case study;
- 40 % final test.



