

MASTER OF SCIENCE IN MANAGEMENT OF HEALTH AND SOCIAL CARE SERVICE

1. GENERAL

SCHOOL	ADMINISTRATIVE, ECONOMICS AND SOCIAL SCIENCES		
DEPARTMENT	BUSINESS ADMINISTRATION		
DIVISION	MANAGEMENT OF HEALTH AND SOCIAL CARE SERVICES		
LEVEL OF STUDIES	POSTGRADUATE		
COURSE CODE	MDYP 3-1	TOPIC SEMESTER	1 st A'
COURSE TITLE	STRATEGIC AND BUSINESS PLANNING IN HEALTH SERVICES AND SOCIAL CARE		
INDEPENDENT TEACHING ACTIVITIES if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits	WEEKLY TEACHING HOURS	CREDITS	
Lectures and Research Essay	4	5	
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
THEORY - LABORATORY			4-0
SEMESTER WORKLOAD			156
COURSE TYPE general background, special background, specialised general knowledge, skills development	SPECIALIZED AREA		
COMPULSORY/ BY CHOICE	COMPULSORY		
PREREQUISITE COURSES:	-		
LANGUAGE OF INSTRUCTION AND EXAMINATIONS:	GREEK		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)	https://healthcare-management.uniwa.gr/		

2. LEARNING OUTCOMES

Learning outcomes

The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.

Consult Appendix A

- Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area
- Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B

- *Guidelines for writing Learning Outcomes*

The aim of the course is for postgraduate students to further deepen and acquire specialized knowledge in the field of Strategic and Business Planning in Health Services and Social Care, to acquire and improve skills and abilities related to the formulation and implementation of a business strategy and planning to achieve the planned goals and take advantage of the opportunities and possibilities presented within and external environment of the health, welfare and social protection system.

In health and social care services and organizations, the implementation of rational and efficient management, systematic organization and management aiming at improving overall effectiveness, lead to the preparation and implementation of strategic and operational plans, recognizing mainly the importance of non-economic factors such as the social, political and working environment, user satisfaction, quality of services offered, etc.

The preparation of a strategic and operational programme for a health and social care institution is based on the concept of social and qualitative orientation. The strategic plan includes the definition of the main objectives and the process of choosing the appropriate strategy. Choice of strategy is a critical function, on the success of which the success and prospects of an agency or organization as a whole depend to a large extent. The business plan respectively specifies the objectives of the strategic plan and the methods of their realization.

The strategic-operational plans contribute on the one hand to ensuring the efficiency and effectiveness of health and social care services and organizations and on the other hand to ensuring their operation within the framework of an open system of interconnection and synergy between their internal and external environment.

Upon completion of the course, postgraduate students will be able to know, use, apply and further improve methods and techniques related to:

- The methodologies of documenting the current situation of a health and social care institution in relation to its internal and external environment.
- The techniques of strategic analysis and business planning in real business problems.
- Understand and apply concepts of business environment and competition analysis, internal analysis and organizational structure.
- The elaboration of a strategic framework for action of the institution that identifies procedures for documenting its strategic choices.
- The ways in which the set goals will be achieved.
- The type and scope of actions required.
- The design, development and evaluation of operational planning action plans.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

<i>Search for, analysis and synthesis of data and information,</i>	<i>Project planning and management</i>
<i>with the use of the necessary technology</i>	<i>Respect for difference and multiculturalism</i>
<i>Adapting to new situations</i>	<i>Respect for the natural environment</i>
<i>Decision-making</i>	<i>Showing social, professional and ethical responsibility and sensitivity to gender issues</i>
<i>Working independently</i>	<i>Criticism and self-criticism</i>
<i>Team work</i>	<i>Production of free, creative and inductive thinking</i>
<i>Working in an international environment</i>
<i>Working in an interdisciplinary environment</i>	<i>Others...</i>
<i>Production of new research ideas</i>

- Production of free, creative and inductive thinking
- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Working independently
- Team Work

- Working in an interdisciplinary environment
- Working in an international environment
- Production of free, creative and inductive thinking
- Production of new research ideas
- Adapting to new situation
- Decision- making
- Project planning and management
- Respect for difference and multiculturalism
- Respect for the natural environment
- Showing social, professional and ethical responsibility and sensitivity to gender issues
- Adapting to new situations
- Sensitivity to gender issues
- Criticism and self-criticism

3. SYLLABUS

The content of the course specializes in the deepening of conceptual and theoretical approaches, methodologies and techniques that consist on the one hand in the structural elements of its construction and concern on the other hand critical individual cognitive areas:

A. Business environment and competition analysis, opportunity and threat assessment.

B. Internal analysis, evaluation of strengths and weaknesses. Formulation and implementation of a strategy.

C. Strategic analysis and planning techniques. Organizational structure and strategy. Operational planning.

A comprehensive coherent and operational operational - strategic plan should:

- Identify strengths-weaknesses from the internal environment of the organization and opportunities - threats from the external environment,
- Develop overall strategic objectives for the organization, specific measurable and realistic, which are capable of being translated into specific operational sub-objectives for each different level of the organization,
- Define in detail the ways in which the objectives are to be achieved (action plan);
- Schedule start and end times,
- Identify the appropriate individuals or working groups who will undertake to analyze parts of the project and to involve all human resources through a participatory process in the formulation and implementation of the final goals.
- Predict the economic, qualitative and social outcome from the implementation of the business plan.

Within the framework of the course, the following thematic-didactic units are developed:

1. Epistemological approach to Strategic and Operational Planning
2. Application of the Methodology for the Analysis of the Internal and External Environment of the Hospital
3. Management and strategy formulation in the public Hospital
4. Business Planning Methodology
5. Balanced Performance Measurement
6. Detailed approach to the financial operation of the hospital as reflected in the

Guide to Strategic and Operational Planning for Public Hospitals

7. Analysis of an investment program for the achievement of short-term strategic goals in health and social care units of the public and private sector
8. Sustainable Business Planning of Health Services
9. Hospital Operational Planning - Case Study
10. Methods of Financial Evaluation of Health Programs
11. Business Planning of Social Enterprises
12. Specified targets to demand satisfaction
13. Applied combined analysis of the indicators of adequacy, effectiveness and efficiency in the revision of the strategic and operational planning at the Hospital

The practical exercises aim at consolidating the theoretical part and improving the skills and abilities of students, through the presentation and analysis of assignments and case studies. The issues developed refer indicatively to the analysis of the business environment, the application of SWOT analysis, the technical formulation of the strategy, the operational planning.

4. TEACHING and LEARNING METHODS - EVALUATION

DELIVERY Face-to-face, Distance learning, etc.	Face-to-face	
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY Use of ICT in teaching, laboratory education, communication with students	Use of ICT in teaching, laboratory education, communication with students	
<p style="text-align: center;">TEACHING METHODS</p> <p>The manner and methods of teaching are described in detail. Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</p> <p>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</p>	<i>Activity</i>	<i>Semester workload</i>
	Lectures	39
	Presentation of special issues through inductive approach and analytical discussion	13
	Field Exercise, Presentation of specific exercises with real data of health and social care organizations	13
	Interactive teaching presentation of special topics through the inductive and deductive approach and detailed discussion of possible issues of an applied nature.	13
	Essay	39
	Independent Study	39
	Course total (25 Hours of working per ECTS)	156
STUDENT PERFORMANCE EVALUATION	Language of Evaluation: Greek • Final Written Exam (60%), which includes:	

<p>Description of the evaluation procedure Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</p>	<ul style="list-style-type: none"> o judgement questions, o problem solving relevant to the program or system planning o comparative evaluation of theory elements. • Public presentation Written work (essay/report), Individual or Team Research Group (40%) • Evaluation goal: Control of understanding the basic elements of the course. • Evaluation criteria: The correctness, completeness,
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5. ATTACHED BIBLIOGRAPHY

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- Robbins, S. D. DeCenzo and M. Coulter (2012) Διοίκηση Επιχειρήσεων, Εκδ. Κριτική
- Μπουραντάς, Δ. (2002) Μανατζμεντ. Εκδ. Μπένου
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- Schermerhorn John R. (2008) Management, 9th edition, John Wiley & Sons Inc.
- Bateman Thomas S. & Snell Scott A. (2004), Management : The new competitive landscape 6th ed. McGraw-Hill/Irwin.
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- Caldwell C. editor. The Handbook for Managing Change in Health Care. ASQ QUALITY PRESS.
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- European Commission Directorate - General XVI Regional Policy and Cohesion. Co-ordination and evaluation of operations. The new Programming Period 2000-2006 methodological paper.
- Getzen T.E. Health Economics. Fundamentals and Flow of Funds. JOHN WILEY & SONS, INC.
- Ginter P.M. Swayne L.M. and Duncan J.W. Strategic management of Health Care Organizations. BLACKWELL.
- Θεωδώρου Μ. Σαρρής Μ. Σούλης Σ. Συστήματα Υγείας και Ελληνική Πραγματικότητα. ΕΚΔΟΣΕΙΣ ΠΑΠΑΖΗΣΗΣ.
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