

MS5411: HEALTHCARE MANAGEMENT

Effective Term

Semester B 2024/25

Part I Course Overview

Course Title

Healthcare Management

Subject Code

MS - Decision Analytics and Operations

Course Number

5411

Academic Unit

Decision Analytics and Operations (DAOS)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

NIL

Precursors

NIL

Equivalent Courses

NIL

Exclusive Courses

NIL

Part II Course Details

Abstract

This course aims to provide students with a broad view of the healthcare delivery system in Hong Kong, worldwide and the operational management issues for service delivery at hospital and clinics. Students' analytic ability will be developed to

integrate and apply the knowledge, learning in the course to tackle management and operational problems in healthcare organizations.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Demonstrate the capacity for self-directed learning of the healthcare delivery systems local and worldwide.	10	x		
2	Describe the nature of operational practices and challenges currently being encountered in healthcare organizations.	15	x		
3	Define and formulate management and operational problems in healthcare organizations.	25		x	
4	Demonstrate critical thinking skills in evaluating different alternatives to these problems.	25		x	
5	Design suitable operational processes for healthcare organizations in both local and global frameworks.	25			x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Lectures introduce subject-specific knowledge.	2, 3, 4, 5	
2	Assignments and case studies	Students are required to apply knowledge in solving problems and analyse one or more cases.	1, 2, 3, 4, 5	
3	Group project	Students are required to work in group to explore a new idea and conduct a corresponding pilot study.	1, 2, 3, 4, 5	

4	Presentation	Students are required to present their case study and/or project results effectively in written and/or oral format.	1, 2, 3, 4, 5	
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Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Assignments and case studies	1, 2, 3, 4, 5	25	
2	Group project	1, 2, 3, 4, 5	20	
3	Presentation	1, 2, 3, 4, 5	10	

Continuous Assessment (%)

55

Examination (%)

45

Examination Duration (Hours)

2

Assessment Rubrics (AR)**Assessment Task**

Assignments and case studies (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

These activities allow students to apply subject-specific knowledge gained from lectures in problem-solving, analyze literature and case studies.

Excellent

(A+, A, A-) Strong evidence of understanding the key concepts and definitions of the learned subject; capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good

(B+, B, B-) Good evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

Fair

(C+, C, C-) Student who is profiting from the university experience; having sufficient familiarity and understanding of the subject to enable the student to progress further.

Marginal

(D) Limited evidence of familiarity and understanding of the subject matter. Student could benefit from repeating the course to enhance better understanding of the subject knowledge.

Failure

(F) Little evidence of familiarity with the subject matter; limited or irrelevant use of literature.

Assessment Task

Group project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

To encourage improvement of service delivery or developing a prototype of a new product/service in teamwork.

Excellent

(A+, A, A-) Strong evidence of understanding the key concepts and definitions of the learned subject; capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good

(B+, B, B-) Good evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

Fair

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Failure

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Assessment Task

Presentation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

To assess students' effectiveness in oral/written communication skills.

Excellent

(A+, A, A-) Strong evidence of understanding the key concepts and definitions of the learned subject; capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good

(B+, B, B-) Good evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

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Assessment Task

Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

To assess students' understanding of core concepts and ideas; use of appropriate methods in analysing and problem-solving.

Excellent

(A+, A, A-) Strong evidence of understanding the key concepts and definitions of the learned subject; capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good

(B+, B, B-) Good evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

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Assessment Task

Assignments and case studies (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

These activities allow students to apply subject-specific knowledge gained from lectures in problem-solving, analyze literature and case studies.

Excellent

(A+, A, A-) Strong evidence of understanding the key concepts and definitions of the learned subject; capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good

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Part III Other Information

Keyword Syllabus

- Healthcare organizations and structures
- Hospital management
- Integrated healthcare management
- Healthcare financing
- Healthcare management for elderly
- Process improvements and lean enterprise
- Healthcare information technology, data and analytics
- Quality and risk management
- Managing in primary and acute care
- Ethics, law and conflict of interest

Reading List

Compulsory Readings

Title	
1	Karuppan, C. M., Waldrum, M. R., Dunlap, N. E. (2021). Operations management in healthcare: strategy and practice, 2nd ed. Springer Publishing Company, Incorporated.
2	Ozcan, Y. A. (2017). Analytics and decision support in health care operations management, 3rd ed., John Wiley & Sons, Incorporated.
3	Ehsani, S., Plugmann, P., Thieringer, F. M. (2022), The future circle of healthcare: AI, 3D printing, longevity, ethics, and uncertainty mitigation. Springer Cham.

Additional Readings

Title	
1	Martin, B. C. (2019), Strategic planning in healthcare: an introduction for health professionals. Springer Publishing Company, LLC, New York, N.Y.
2	Buchbinder, S. B., Shanks, N., Buchbinder, D. (2022). Cases in health care management. Jones & Barlett Learning, LLC, Burlington, Massachusetts.
3	McAlearney, A. S., Kovner, A. R. (2018). Health services management: a case study approach, 11th ed., Health Administration Press, Chicago, Illinois, US.
4	Ross, T. K. (2014). Health care quality management: tools and applications, John Wiley & Sons, US.
5	Kros, J. F., Rosenthal, D. A. (2016). Statistics for health care management administration: working with Excel, 3rd edition, Wiley, US.
6	Quirk, T. J., Cummings, S. M. (2020), Excel 2019 for health services management statistics, 2nd ed. Cham, Switzerland: Springer.