

MSc IN HEALTH SERVICES MANAGEMENT

RATIONALE OF THE PROGRAMME

The MSc in Health Services Management is designed to provide an opportunity for students to develop their knowledge in the specified areas of health services management and to ensure that every student is fully informed regarding the continuing development of the health services environment and can effectively apply the theory they learn to practice. The MSc in Health Services Management is designed to encourage and support the health professional's involvement in the developing, demanding and changing market of health services.

The programme is also designed to enable students to explore health services themes/concepts in depth, inter-relate health services concepts and apply health services management theory to complex problems.

To this end, the Health Services Management Programme caters for a variety of individuals, ranging from health professionals who wish to obtain an academic certification or junior academics who are interested in advancing their carrier in health care sector, to students who have studied different disciplines.

AIMS OF THE PROGRAMME

The educational aims of the Health Services Management programme are the following:

- Provide a thorough grounding in the principles and concepts of health services management relevant to the organisation and delivery of health systems.
- Develop the student's ability to review and critically appraise current issues in the complex and changing health services sector.
- To provide opportunity for the student to explore and analyse aspects of health services delivery in Greek National Health System.
- Support and encourage students to be innovative in health services related problem solving.
- Develop the student's ability to carry out independent and relevant research at Master's level through the completion of a dissertation.
- Encourage students to share their knowledge and experience and learn from each other.

KNOWLEDGE AND SKILLS

This programme will provide students with the opportunity:

- To foster skills in the analysis of health services management related issues and to derive and implement effective responses to those issues;

- To develop an understanding of the problems and the necessary skills required in planning and implementing solutions in different situations by showing self-direction and originality in tackling and solving problems;
- To demonstrate an in-depth and up-to-date knowledge of a range of health services management concepts, values and rules operating in the selected areas;
- To demonstrate an ability to formulate new ideas based on information that they have independently collated and critically evaluated;
- To exercise initiative and personal responsibility as well as demonstrate an ability to make decisions; and
- To demonstrate self-direction and independence of thought in planning, prioritising and implementing tasks.

COMPETITIVE ADVANTAGE

The Health Services Management programme is academically distinctive because it offers:

- Novel fields of study such as Healthcare Marketing, Health Logistics and Healthcare Law and Ethics which have been, until now, only empirically dealt within the healthcare working environment;
- Research methods as an integral part of the programme;
- Extensive exposure to issues pertaining to both thorough understanding of the substantive areas of health services management and problem-solving techniques.

MODE OF DELIVERY

The programme will be taught on a part time (2 years) and weekend mode (18 months) and leads to the award of an MSc in Health Services Management degree from the University of Hertfordshire.

STRUCTURE OF PROGRAMME

The Health Services Management consists of eight taught subjects, (four per semester) and a Dissertation.

Stage 1	Stage 2
Strategic Management of Healthcare Organisations	Quality in Health & Health Services
Health Economics	Health Logistics
Healthcare Marketing	Information Technology in Health
Research Methods in Health & Health Services	Financial Management
	Health Law & Healthcare Ethics
Stage 3: Dissertation	

ASSESSMENT

Assessment on the programme will be focused on two distinct areas: assessment of the modules individually and of the programme as a whole. The former will aim to test the students' command of the material within the module in question, and the latter will attempt (through the 15,000 word dissertation) to demonstrate that the student was able to integrate material from the modules studied.

The main assessment methods for the modules include the following:

- Case study based assessment
- Class presentations
- Individual and/or Group work
- Reports and essays
- Portfolios
- A final dissertation

ADMISSION REQUIREMENTS

The normal admission requirements for the programme are as follows:

A minimum of a lower second-class (2.2) UK degree or equivalent international degree in a business or non-business related discipline.

A minimum IELTS score of 6.0, TOEFL 550 (213 CBT) or equivalent is required for those who English is not their first language.

As part of the admission procedure, personal interviews with the corresponding Programme Tutor are arranged upon the submission of the application form. During the interview with the Programme Tutor, you will discuss the programme and future career opportunities. Candidate students will be assessed for their ability to successfully participate in the programme, their commitment, motivation and whether they are fully aware of the implications of pursuing a Master's degree.

MOTIVATIONAL QUALIFICATIONS

The Programme Tutor will look for a high degree of motivation on the applicant's part, and will ensure that the candidates are made fully aware of the implications of pursuing the MSc in Health Services Management. In addition, the applicant will be informed of the strict time conditions for the completion of coursework and, in particular, the final project dissertation.

The overriding criterion for admission to the programme is that applicants must have the academic and motivational ability to attain Master's degree standard.

LANGUAGE REQUIREMENTS

Candidates should demonstrate English language ability at a level that will allow them to both contribute to and benefit from the programme. A minimum TOEFL score of 550 (or 213 on the computer based test) is required. Other equivalents such as IELTS, CPE, CAE etc. are also accepted. If the candidates do not possess a language certificate they can participate in the UH English Language Test delivered at IST through the English Language Department. Upon successful score the candidates will be informed of their acceptance. Furthermore, depending on the level of the score the candidates may be accepted but advised to take English language courses through their studies. In certain cases the Programme Tutor may decide to accept a student after completing the interview with the candidates.

ACADEMIC STAFF

The majority of the teaching staff for the programme hold a PhD in a related area of expertise and share a considerable degree of experience in:

- operating academic schemes of UH in a different cultural setting i.e. Greece
- Teaching of health services management courses;
- good working relationships with UH staff
- engaging in research and publications in their own fields of expertise
- teaching both "traditional" and "mature" students
- extensive knowledge of the Greek market through working experience

SUPPORT FOR STUDENTS AND THEIR LEARNING

Students' learning experience is supported by:

- An extensive Learning Resources Centre, incorporating a library and computer centre
- A Programme Tutor
- A Personal Tutor
- A network of specialist academic and administrative staff that provide advice on issues such as University regulations, finance, legal matters, career opportunities, postgraduate studies etc.
- Scheduled office hours for all academic staff on a weekly basis
- An open door policy for programme officials
- A quality assurance system designed to detect and solve students' problems quickly and effectively
- An induction session at the beginning of each new academic period
- A Career Office
- A Dissertation Supervisor
- The Alumni Association
- Quality Assurance Office

- The Registrar's Office
- The Director of Studies
- The UH Link Tutor

PROFESSIONAL OPPORTUNITIES

The Health Services Management Programme is designed to provide an opportunity for students to develop their knowledge in established and rapidly developing areas of healthcare sector. Graduates of the Health Services Management Programme can pursue successful careers in different areas of health care sector.

SHORT DESCRIPTION OF THE MODULES

Strategic Management of Health Care Organizations

The course analyses managerial processes, management theories, aspects of leadership, and the organisational design in healthcare sector. It aims to analyse and review current theories and frameworks of strategic management, apply these approaches to a variety of organisations, health contexts and settings, and markets, examine the relevance of strategic management thinking to healthcare practice and develop appropriate health policies and strategies within a changing and complex healthcare environment.

Health Economics

The aims of this module are to enable students to understand economic principles and applications in health and healthcare, analyse the economic dimensions of the healthcare field, evaluate issues and problems in health and healthcare from an economic point of view and identify situations in their own work environments which could be amenable to economic analysis

Healthcare Marketing

The course presents the various aspects of Healthcare Marketing, from initial analysis of the basics of marketing through to the development of healthcare market strategies. Healthcare markets, the management and the evaluation of the marketing process and the marketing effort support will be also discussed and analysed. The aims of this module are to analyse the functions of marketing and its applications to healthcare, examine the nature of healthcare marketing and the factors that influence the demand for health services, evaluate marketing strategies and techniques, both traditional and cutting edge, as they relate to healthcare and develop practical guidelines to managing and supporting the marketing process in healthcare.

Quality in Health Services

The course presents an interdisciplinary perspective on quality management in healthcare, taking into account a number of disciplines, including operations management, organisational behaviour, and health services research. It aims at examining the development of quality management in healthcare as well as to

analyse and review the application of models of quality in private and public sector. The module will also examine the development of a quality strategy as well as current initiatives, such as clinical governance and analyse and evaluate qualitative and quantitative measurement techniques.

Research Methods in Health and Health Services

The course analyses the theoretical concepts, as well as the descriptive and analytic research methods, that are used by the main disciplines engaged in research on health and health services. It aims to enable students to analyse and review the core health services research disciplines (i.e. epidemiology, qualitative research methods), apply appropriate study designs to answer questions in healthcare, collect and analyse health related information and use research literature to critically identify evidence for decisions in healthcare.

Health Logistics

The course is designed to examine how logistics contributes to value creation (value added) in the healthcare sector, analyse and review the role of logistics in supply chain management, critically evaluate the concept of the systems approach as it relates to health logistics and healthcare marketing, as well the total cost concept and profitability and examine the relevance of lean logistics on transforming healthcare organisations.

Information Technology in Health

The aims of this module are to enable students to identify and understand the role of information, information technology and information management within healthcare, analyse the role of information within their own organisations, develop and apply relevant concepts and theories to practice and apply innovative IT concepts in order to facilitate and improve the management of healthcare organisations.

Financial Management

The aims of this module are to enable students to develop the understanding of the environment in which a healthcare organisation functions, explore the issues of financial management in healthcare, analyse and review the advantages, limitations and outcomes of financial management in healthcare and examine the financial effectiveness in healthcare.

Healthcare Law and Ethics

The course seeks to examine the role of law within the contemporary healthcare environment and explore the practical contexts on which health law operates. It will also analyse and review the key principles and institutions associated with the legal system alongside the core medical-legal concepts and research methods, explore the underlying principles and nature of moral responsibility, analyse and review notions of autonomy, duty, justice, truth, rights and equality and last but not least, it seeks to effectively manage the relationship between their personal and professional judgments.