City University of Hong Kong
Course Syllabus

offered by Department of Management Sciences
with effect from Semester A 2024/25

Part I Course Overview

Course Title:	Healthcare Management
Course Code:	MS5411
Course Duration:	One Semester
Credit Units:	3
Level:	P5
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: *(Course Code and Title)*	NIL
Precursors: *(Course Code and Title)*	NIL
Equivalent Courses: *(Course Code and Title)*	NIL
Exclusive Courses: *(Course Code and Title)*	NIL

Part II Course Details

1. 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.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	*A2*	*A3*
1.	Demonstrate the capacity for self-directed learning of the healthcare delivery systems local and worldwide.	10%	✓		
2.	Describe the nature of operational practices and challenges currently being encountered in healthcare organizations.	15%	✓		
3.	Define and formulate management and operational problems in healthcare organizations.	25%		✓	
4.	Demonstrate critical thinking skills in evaluating different alternatives to these problems.	25%		✓	
5.	Design suitable operational processes for healthcare organizations in both local and global frameworks.	25%			✓
		100%			

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.

3. Learning and Teaching Activities (LTAs)

(LTAs designed to facilitate students' achievement of the CILOs.)

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

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5			
Continuous Assessment: _55__%								
Assignments and case studies	✓	✓	✓	✓	✓		25%	
Group project	✓	✓	✓	✓	✓		20%	
Presentation	✓	✓	✓	✓	✓		10%	
Examination: __45__% (duration: 2 hours, if applicable)								
							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Assignments and case studies	These activities allow students to apply subject-specific knowledge gained from lectures in problem-solving, analyze literature and case studies.	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 evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.	Student who is profiting from the university experience; having sufficient familiarity and understanding of the subject to enable the student to progress further.	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.	Little evidence of familiarity with the subject matter; limited or irrelevant use of literature.
2. Group project	To encourage improvement of service delivery or developing a prototype of a new product/service in teamwork.					
3. Presentation	To assess students' effectiveness in oral/written communication skills.					
4. Examination	To assess students' understanding of core concepts and ideas; use of appropriate methods in analysing and problem-solving.					

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Assignments and case studies	These activities allow students to apply subject-specific knowledge gained from lectures in problem-solving, analyze literature and case studies.	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 evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.	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.	Little evidence of familiarity with the subject matter; limited or irrelevant use of literature.
2. Group project	To encourage improvement of service delivery or developing a prototype of a new product/service in teamwork.				
3. Presentation	To assess students' effectiveness in oral/written communication skills.				
4. Examination	To assess students' understanding of core concepts and ideas; use of appropriate methods in analysing and problem-solving.				

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

- 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

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

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.

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

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.