

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management Sciences
with effect from Semester A, 2022 / 23**

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 and 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 basic knowledge in 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.	Critically evaluate 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 self-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. Teaching and Learning Activities (TLAs)

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

TLA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3	4	5	
Lectures	Lectures deliver subject-specific knowledge	✓	✓	✓	✓	✓	
Case studies	Students are required to work on one or more cases.	✓	✓	✓	✓	✓	
Presentation	Students are required to present their case study results 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: 50%							
Case studies	✓	✓	✓	✓	✓	35%	
Presentation	✓	✓	✓	✓	✓	15%	
Examination: 50% (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 in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Case studies	These activities allow students to utilize subject-specific knowledge gained from lectures to 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	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.	Little evidence of familiarity with the subject matter; limited or irrelevant use of literature.
2. Presentation	To assess students' ability to make presentation in a logical, clear and organized manner.				
3. Examination	To assess students' understanding of core concepts and ideas; use of appropriate methods in analysing and problem-solving.				

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Case studies	These activities allow students to utilize subject-specific knowledge gained from lectures to analyze literature and case studies	High	Significant	Moderate	Basic	Not even reaching marginal levels
2. Presentation	To assess students' ability to make presentation in a logical and organized manner.	High	Significant	Moderate	Basic	Not even reaching marginal levels
3. Examination	To assess students' application of knowledge gained in class and evaluate their understanding based on their performance on the examination.	High	Significant	Moderate	Basic	Not even reaching marginal levels

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.	Ozcan, Y. A. (2017). Analytics and decision support in health care operations management, 3 rd ed., John Wiley & Sons, US.
2.	Karuppan, C.M., Waldrum, M.R., Dunlap, N.E. (2016). Operations management in healthcare: strategy and practice, Springer Publishing Company, New York, US.
3.	Walshe, K., Smith, J. (2016). Healthcare management. 3rd ed., Open University Press, England.

2.2 Additional Readings

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

1.	Overview of the Health Care System in Hong Kong. Hong Kong Government. https://www.gov.hk/en/residents/health/hosp/overview.htm
2.	Hospital Authority Annual Report. Hospital Authority. http://www.ha.org.hk/visitor/ha_visitor_index.asp?Content_ID=212441&Lang=ENG
3.	Buchbinder, S. B., Shanks, N., Buchbinder, D. (2014). Cases in Health Care Management. Burlington, MA: Jones & Barlett Learning.
4.	McAlearney, A.S., Kovner, A.R. (2018). Health services management: a case study approach, 11 th ed., Health Administration Press, Chicago, Illinois, US.
5.	Ross, T.K. (2014). Health care quality management: tools and applications, John Wiley & Sons, US.
6.	Kros, J.F., Rosenthal, D.A. (2016). Statistics for health care management administration: working with Excel, 3 rd edition, Wiley, US.