

<b>Subject</b>	HEALTH MANAGEMENT
<b>Study program</b>	Three year studies for graduated nurses/technicians
<b>Code</b>	SMS/T-324
<b>Year of studies</b>	Third
<b>Semester</b>	Sixth
<b>Total number of classes</b>	45
<b>Credits</b>	2
<b>Type of subject</b>	Obligatory
<b>Pre-requisites</b>	Fulfilled condition for enrolment in 3 <sup>rd</sup> year
<b>Executing chair</b>	Chair of Social medicine
<b>Teacher in charge</b>	Prof. Mome Spasovski, MD, PhD
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<b>Key words</b>	Three year studies for graduated nurses, professional subject, health management
<b>Objectives</b>	<ul style="list-style-type: none"> <li>▪ To acquire knowledge for basic organizational and managerial concepts, processes and functions</li> <li>▪ To understand the role and importance of work organization in health care and health management</li> <li>▪ To get familiarized with the theoretical and practical models of health care organization on various levels of health care</li> <li>▪ To acquire skills for critical analysis in practice in relation to theoretical principles</li> <li>▪ To acquire skills for analysis of individual organizational problems in practice, as well as to be competent to recommend possible problem solutions based on theoretical knowledge</li> </ul>
<b>Summary</b>	<p><b><u>Theoretical lectures (30 classes):</u></b></p> <ol style="list-style-type: none"> <li>1. Historical development of organizations and organizing</li> <li>2. Basic organizational concepts</li> <li>3. Theory, organization and management and leadership - importance in application in health care</li> <li>4. Managerial function: planning, organization, leadership and control</li> <li>5. Cost-containment concepts in effective health care</li> <li>6. Human resources and workload of health care personnel</li> <li>7. Organizational model of health care services in institutes – macro- and micro-level, ethical perspectives</li> <li>8. Organizational structure and culture</li> <li>9. Information and record-keeping systems</li> <li>10. Motivation and motivation theory for work</li> </ol> <p><b><u>Seminars (15 classes):</u></b></p> <p>Application of theoretical knowledge in practice: problem solving, decision making, implementation of changes, negotiations, employment, scheduling, organizational problem solving.</p>
<b>Organization</b>	Theoretical classes: 30 classes Seminars: 15 classes
<b>Learning methods:</b>	Lectures, seminars.
<b>Foreseen results</b>	<p><u>Knowledge and understanding</u></p> <p>The student will gain basic knowledge and understanding for basic principles of health management.</p> <p><u>Key skills</u></p> <p>Each student will be able, by means of theoretical knowledge, to identify and solve organizational problems in practice, as well as to be able to make decisions and conduct these decisions.</p>

<p><b>Specific recommendations for the teaching process</b></p>	<p>The student is obliged to actively follow all foreseen activities, including the participation in the continuous assessment of knowledge in order to receive the approval of attendance.</p> <p><b>Scoring of activities:</b></p> <table border="1" data-bbox="464 387 1401 539"> <tr> <th>Type of activity</th><th>Points</th></tr> <tr> <td>Theoretical*</td><td>5-10</td></tr> <tr> <td>Seminars**</td><td>20-40</td></tr> <tr> <td>Continuous assessments of knowledge</td><td>35-50</td></tr> <tr> <td>Total</td><td>60-100</td></tr> </table> <p><u>*Participation in theoretical lectures:</u>  51%-60% - 5 points  61%-70% - 6 points  71%-80% - 7 points  81%-90% - 8 points  91% -100% - 10 points</p> <p><u>**Participation in seminars:</u>  51%-60% - 1 point  61%-70% - 2 points  71%-80% - 3 points  81%-90% - 4 points  91% -100% - 5 points</p> <p><b>** Activity on seminars: 19-35 points</b></p>	Type of activity	Points	Theoretical*	5-10	Seminars**	20-40	Continuous assessments of knowledge	35-50	Total	60-100
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<p><b>Assessment</b></p>	<p>Conditional criteria: The student is obliged to be regularly present on theoretical classes and seminars to participate in the knowledge assessment. The assessment is in written. The final grade for the whole assessment is according to the points table, based on the sum of all activities, including continuous assessment. The student is required to score minimum points (60%) from continuous assessment, or else is required to take the complete final exam.</p> <p>Complete final exam: The exam is in written. It is consisted of not passed continuous assessment.</p>										
<p><b>Textbooks</b></p>	<p>Basic:  Authorized scripts from the Chair of social medicine.</p>										