

STUDY PROGRAM

PROFESSIONAL MASTER IN HEALTH MANAGEMENT



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STUDY PROGRAM

PROFESSIONAL MASTER IN HEALTH MANAGEMENT

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Program summary

The “Professional Master in Public Health” program shall be realized by a close collaboration between the two Universities: University of Medicine, Tirana (through the Department of Public Health at the Faculty of Medicine), and University of Tirana (through the Department of Management at the Faculty of Economics). The diploma shall be issued by the Faculty of Medicine, University of Medicine, Tirana.

Why is this program necessary?

This program provided by the collaboration of the two public universities constitutes an unique experience to obtain education in the field of management of health care organizations for health professionals, and not only, who have a leading role in health organizations and those aspiring to have this role in the future. The health care environment is becoming increasingly competitive and complex with regard to funding and management issues. On the other hand, healthcare providers, besides patient management, are currently increasingly involved in health management resource issues such as human, financial, information, infrastructure and medical technology ones. Under these terms, the need that the public university system provides a systematically professional master course in the field of health management has become critical.

The scope of the “Professional Master in Health Management”

This study program aims at developing and/or strengthening the capacities in managing, planning and administering healthcare organizations at all levels of the health system. It is provided to all professionals who are part of the management or managerial structures of healthcare organizations or aspiring to work in such positions in order to further develop or prepare for a more effective management of healthcare organizations.

Benefits of the program

- Leadership skills and increased effective collaboration in healthcare organization environments.
- In-depth understanding of the factors that cause organizational dysfunction and what factors can be prevented and how, how can they be neutralized and minimized
- Vocabulary management and development of management skills of the health organization, which are largely applicable to the management of any healthcare structure.
- Professional development and capacity building through a close interaction among professors and colleagues.

Program content

The curriculum of “Professional master in Public Healthcare” is composed of 10 modules (which include 14 courses) and the final thesis, described as follows:

- 1. Health Economics**
- 2. Health Management**
- 3. Statistics**
- 4. Healthcare finance and accounting**
 - 4.1. Finance in healthcare
 - 4.2. Accounting in healthcare
- 5. Social and environmental health determinants**
 - 5.1. Environmental health
 - 5.2. Social and behavioral determinants regarding health
- 6. Epidemiology**
- 7. Management of health information systems & monitoring and evaluation**
 - 7.1. Management of health information systems
 - 7.2. Monitoring and evaluation
- 8. Leadership and communication skills**
 - 8.1. Leadership
 - 8.2. Communication skills
- 9. Health system organization**
- 10. Human resources management**

The curriculum is presented in detail in Annex 1

Program organization

This is a full-time study program and it will last one academic year (two semesters). It will begin for the first time at the beginning of the academic year 2017-2018. The total number of ECTS points is 60 or 1500 practical classes. The lessons shall be held daily at the premises of the Department of Public Health, at the Faculty of Medicine and at the premises of the Faculty of Economics, according to the schedule previously set by the secretariat.

Students will be provided with learning materials, which contain:

- Power Point lecture presentations
- Summary of lectures in Albanian, prepared by the course professor.
- Supplementary materials translated in Albanian, that assist students with more information on the issue addressed during the lesson
- Original materials in foreign languages (book chapters, research articles, etc.).

Student evaluation

The student's evaluation forms and criteria are defined in the syllabus and in the course program, as well as become known to the students. The evaluation for each course is carried out after its completion. If the module contains more than one course, its grade will be calculated from the weighted average, which takes into account the respective credits for each discipline or other educational activity.

The degree of curriculum acquisition is evaluated with the ten grades system. The lowest passing grade is 5 (five).

The academic staff of “Professional Master in Health Management” program

The “Professional Master in Health Management” program is run by the Department of Public Health at the Faculty of Medicine and by the Department of Management at the Faculty of Economics.

Program coordinators

1. Prof. Enver Roshi
2. Prof. Shyqyri Llaci

Academic staff of the program:

- | | | |
|-----|-----------------------------|----------------------|
| 1. | Prof. Enver Roshi | Faculty of Medicine |
| 2. | Prof. Shyqyri Llaci | Faculty of Economics |
| 3. | Prof. Bajram Hysa | Faculty of Medicine |
| 4. | Prof. Eduard Kakarriqi | Faculty of Medicine |
| 5. | Prof. Genc Burazeri | Faculty of Medicine |
| 6. | Prof. Asc. Adriatik Gabrani | Faculty of Medicine |
| 7. | Prof. Besa Shahini | Faculty of Economics |
| 8. | Prof. Elizana Petrela | Faculty of Medicine |
| 9. | Prof. Asc. Loreta Kuneshka | Faculty of Medicine |
| 10. | Prof. Asc. Edlira Luci | Faculty of Economics |
| 11. | Prof. Ingrid Shuli | Faculty of Economics |
| 12. | Prof. Asc Jolanda Hyska | Faculty of Medicine |
| 13. | Prof. Asc. Adrian Hoxha | Faculty of Medicine |
| 14. | Prof. Gentiana Qirjako | Faculty of Medicine |
| 15. | Prof. Asc. Alban Ylli | Faculty of Medicine |
| 16. | Prof. Kozeta Sevrani | Faculty of Economics |
| 17. | Dr. Shk. Petrit Dollani | Faculty of Economics |
| 18. | Dr. Shk. Gentian Shaqiri | Faculty of Economics |
| 19. | Prof. Asc. Ervin Demo | Faculty of Economics |
| 20. | Dr. Shk. Fatma Jaupi | Faculty of Economics |
| 21. | PhD. Ervin Toçi | Faculty of Medicine |
| 22. | Prof. Asc. Zana Koli | Faculty of Economics |
| 23. | MBA Martin Serreqi | Faculty of Economics |

“Professional Master in Health Management” Program

Module 1: Health economics

Course title: Health economics

Professor: Prof. Bajram Hysa

ECTS Points: 5 (five)

Course description

This module introduces the supply and demand concepts and their interaction markets, and describes the importance of markets and equality issues in health care and the promotion of good health. The module provides descriptions of the advantages and disadvantages of various approaches to the funding of health services and payment providers. Students will also be introduced with the main methods of economic assessment (cost-effectiveness and cost-benefit analysis) and will be provided with examples of their possible application in healthcare decision-making. Using an applied approach, the module aims to provide basic knowledge sufficient to understand the main contribution of the health economy. The module provides also the basis for advanced economic health education modules for students who are interested in deeper knowledge.

Course objectives

The objectives of this module are:

- Present to students the concepts and methods of health economics regarding policies, planning and financing of health care services.
- Enable students to evaluate quantitative aspects of effectiveness and cost-benefit analysis and systematic reviews

Expected results

Upon completion of this module, the students will be able to:

- Have an understanding of the economic techniques used commonly in health systems.
- Know about models and methods for assessing effectiveness, cost-effectiveness, cost-benefit and cost-utility.
- Have knowledge about methods of systematic review and selection of best practices.
- Explain the basic concepts of health financing and their implementation in environments of low and middle income countries
- Describe and evaluate health financing systems in low or middle income countries
- Understand quantitative aspects of effectiveness, cost effectiveness, and cost-benefit analysis and systematic reviews

- Understand the difficulties and traps in international and inter-regional research
- Be able to apply benchmarking concepts, models, and methods
- Critically reflect the relationship between health and economic development
- Communicate professionally with researchers, health experts, and policy makers regarding health economics issues

Module 2: Health Management



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|----------------------|--|
| Course title: | Health management |
| Professor: | Prof. Asc. Adriatik Gabrani Prof. Shyqyri Llaci |
| ECTS Points: | 6 (six) |

Course description

The healthcare course provides students with concepts and basic knowledge of modern management in the era of globalization and terms of a global marketplace. The course aims to address how a company/institution is managed and how it affects the relationships among other organizational actors. This course examines the function and impact of management in the organization, as well as in evaluating the effectiveness and achievement of objectives. Through this course students will be introduced to management functions and their application to the management practice in health organization or institution such as hospitals, medical treatment centers or public institutions.

This new course is designed for students of the master program in health management, including graduate students, trainees, current or future managers, as well as other actors of general interest in managing the health sector, taking into account its features, aiming at applying the management principles in the private sector. The work experience is an advantage, but, despite this, the syllabus has been designed to be assimilated even by students with backgrounds other than economics. The class sessions will be a combination of presentations/lectures, issues and discussion of topics and explanations aimed at demonstrating in the practical sense. Throughout the course, we will focus on evaluating the effectiveness of management roles and responsibilities, management functions such as organization, planning, motivation and control, understanding the advantages and disadvantages, recognizing the implications of behaviors and actions, and developing skills for handling difficult management situations. Management is science and art and as such it requires the combination of academic education with situations and case studies, which shall be a permanent part of the work in the auditorium.

Course objectives

The main objectives of the course are:

- Provide students with basic knowledge of the roles and functions of a manager in a public organization or institution
- Analyze in detail the environment in which the organizations operate so that managerial decisions are at a high level of managerial effectiveness.
- Guide students to know how to rationally use the auxiliary techniques in order to improve the quality of management.
- Enable students to use the knowledge gained during this course in view of his education, and at the same time to be successfully oriented in managerial work practices

Expected results

Upon completion of this course, the student shall be able to:

- have mastered the basic concepts of management
- use aspects of management theory according to environmental specifications in the health field
- implement in practice a differentiated motivation of staff in the work environment
- know how to apply basic management functions and management roles in the management work practice in accordance with the requirements and challenges presented by public health institutions and the environment in this field.
- carry out critical analysis of contemporary managerial issues and challenges
- improve individual and group work presentation skills
- carry out communication as a leader to his followers and not as a manager with his subordinates

Module 3: Statistics

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| Course title: | Statistics |
| Professors: | Prof. Besa Shahini Prof. Elizana Petrela Prof. Asc. Loreta Kuneshka |
| ECTS points: | 5 (five) |

Course description

The course aims to provide students with proper statistical training to understand, analyze and make the right decisions in managing one of the most vital sectors of reality, such as health care.

The knowledge that students shall receive in this module will serve as a guide in taking decisions in the field of health management, based on statistical methods and statistical techniques.

The topics of this module will address appropriate concepts and procedures to the application of various statistical methods and techniques. This will be followed by the application of these methods to real issues of economic and social management of the health sector.

Course objectives

The objectives of this module are:

- Understand the importance of statistics in the field of management
- Provide students with appropriate knowledge, how to gather, organize, process, analyze and interpret data.
- Develop student skills to identify the appropriate statistical techniques for data analysis.
- Use a computer program (SPSS) for data analysis
- Understand, where, when and how appropriate statistical methods shall be applied in different management decision-making situations in business, economy and the health sector.

Expected results

Upon completion of this course, it is expected to have been achieved:

- Enabling students to use facts and figures in the analysis and decision-making process.
- Enabling students to draft and conduct a questionnaire during a survey process.
- Enabling students to use the computer program SPSS.
- Enabling students to carry out the right choice in the population in quality and size.
- Enabling students to use a statistical database and select the appropriate indicators to argument the statistical analysis.
- Enabling students to have a fair and easily understandable set of indicators and different statistical methods.
- Training students to test hypothesis and take efficient managerial decisions.
- Enabling students to understand the relationship between variables and successfully manage the interaction of factors based on scientific statistical techniques.

Module 4: Health care finance and accounting

Course title:

4.1. Finance in healthcare

4.2. Accounting in healthcare

Professors: Prof. Asc. Edlira Luci

Prof. Ingrid Shuli

ECTS points: 6 (six)

Course description:

The course aims to provide students with proper financial and accounting education to understand, analyze and make the right decisions in managing one of the most vital sectors of reality, such as health care. The course aims to provide students with general knowledge on the techniques and tools used for financial management of health care, money management, accounting records, recognition and analysis of financial statements, capital investments, cost allocation and use of information costs for decision-making, budgeting and performance measurement, setting prices in the health sector, etc.

The knowledge that students will take in this module shall serve as a guide in taking decisions in the field of health management, based on methods and scientific finance and accounting techniques.

The topics of this module shall address proper concepts and procedures for applying different finance and accounting methods and techniques. This will be followed by the application of these methods to the real problems of economic and social management of the health sector.

The course has a combination of theoretical and practical aspects, thus increasing the student's ability to efficiently use the knowledge acquired in the field of finance and accounting.

Course objectives

The objectives of this module are:

- Understand the importance of the financial management in the healthcare sector.
- Provide students with the necessary knowledge on drafting the financial statements in the healthcare sector, by identifying the proper accounting transaction techniques in the healthcare sector.
- Develop students' skills to determine the value in time of the money and investment decision-making.
- Recognize contemporary techniques of financial statement analysis, such as: analysis of liquidity financial, solvency and profitability reports.
- Understand how the operative cycle and working capital of the healthcare sector should be and how money should be managed in this sector.
- Ability to understand the methods of capital funding, etc.

Expected results

Upon completion of this course, it is expected to have been achieved:

- Enabling students to understand the issues of the financial management of the healthcare sector.
- Enabling students to identify the transactions of a healthcare sector unit and to draft the financial statements of this sector.
- Enabling students to use concepts of value in time of money in taking decisions in this sector.
- Enabling students to carry out the analysis of financial statements using contemporary methods.
- Enabling students to understand and use capital funding methods
- Enabling students in using cost information for specific decision-making.

Module 5: Social and environmental determinants of health

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| The subject: | 5.1. Environmental Health |
| Academic staff: | Prof. Asc. Jolanda Hyska Prof. Asc. Adrian Hoxha |
| No. ECTS: | 3 (three) |

Course description

Environmental health is the branch of public health that is concerned with all aspects of the natural and built environment that may affect human health. It "... addresses all the physical, chemical, and biological factors external to a person, and all the related factors impacting behaviors. It encompasses the assessment and control of those environmental factors that can potentially affect health". (WHO 2016)

This course gives an overview of some of the most important and current challenges to human health from environmental and occupational risk factors and teaches the basic knowledge and interdisciplinary skills used to assess, control, and prevent them. Students will address specific threats and introduce emerging threats. Emphasis will also be given to understanding disease models, danger types and classifications, exposure pathways, risk assessment, and legislative and institutional frameworks for regulation.

Course objectives:


This module aims to enhance knowledge, skills and attitudes in environmental health, by:

- The acquisition of basic knowledge on the different methods applied in the field of environmental health
- Understanding the importance of environmental risk exposure to these consequences with adverse health effects for human beings, in addition to negative effects on the environment.
- Ability to recognize and identify the major environmental agents associated with air, water, food and residence; the mechanisms by which these agents interact with biological systems and exert adverse health effects
- Ability to identify and define the steps in the risk assessment process and describe the risk management under a multidisciplinary approach;

Learning outcomes

Upon completion of this course, students will be able to:

- To explain what environmental health is, related to the other health sciences.
- To identify environmental hazards and describe the pathways by which humans are exposed to these agents
- To describe the major categories of environmental health determinants that impact population health.
- To identify environmental health issues specific to sensitive and vulnerable population
- To recognize adverse health effects association with common environmental occupational stressors

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- To explain the general mechanisms of toxicity in eliciting a toxic response to various environmental exposures.
 - To explain current environmental risk assessment methods.
 - To describe approaches for assessing, preventing, and managing environmental hazards that pose risks to human health and safety.
 - To identify how perceived risk influences the approaches used to manage environmental health risks

Module 5: Social and environmental determinants of health

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| The subject: | 5.2. Social and behavioral determinants of health |
| Academic staff: | Prof. Gentiana Qirjako Prof. Asc. Alban Ylli |
| No. ECTS: | 3 (three) |

Course description:

During this course, students will explore social and behavioral determinants of health and consider their meaning for public health professionals in domestic and international community settings.

Social determinants of health are social conditions, factors and systems that place people from different sociodemographic and socioeconomic groups (social class, gender, race/ethnicity, and place of birth) at differential risk of poor health and premature mortality.

Behavioral determinants of health are human behaviors that influence risk of acquiring disease and experiencing poor health.

Course objectives:

The purpose of this module is to provide an overview of the theories and principles that can be used to explain how social factors and human behaviors influence health. The course will focus on both social and behavioral determinants of health and will involve active engagement with the environment as we explore causes of and pathways to health and disease.

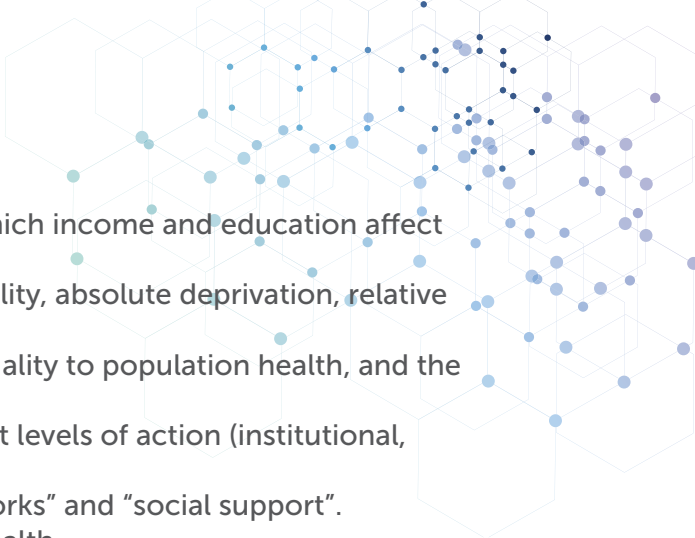
Specifically, the module aims to increase and improve knowledge, skills and attitudes on social and behavioral determinants of health through:

- Acquiring basic knowledge on social and behavioral determinants of health
- Understanding the role of social and behavioral determinants in health inequalities.
- Enabling to identify the role of each social and behavioral determinants in health outcomes

Learning outcomes:

Upon completion of this course, students will be able to:

- Define the term "social determinant of health".
- Analyze, interpret, and present evidence-based data on social and behavioral determinants of health.
- Discuss how social and behavioral factors influence health, health outcomes, and health disparities.
- Explain the distinction between "high risk" and "population" strategies of prevention.
- Define the term "SES gradient in health", and discuss alternative explanations for it.

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- Describe the mechanisms and pathways through which income and education affect health outcomes.
 - Distinguish between the concepts of income inequality, absolute deprivation, relative deprivation, and relative rank.
 - Discuss the empirical evidence linking income inequality to population health, and the debates/controversies in the field.
 - Analyze examples of racial discrimination at different levels of action (institutional, interpersonal, internalized).
 - Define and distinguish the concepts of “social networks” and “social support”.
 - Discuss the role of work/life balance in employee health

Module 6: Epidemiology

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| The subject: | Epidemiology |
| Academic staff: | Prof. Genc Burazeri Prof. Enver Roshi |
| No. ECTS: | 6 (six) |

Course description:

The module "epidemiology" is an important course because it introduces students to the main issues dealing with health determinants. Knowledge and scientific study of these factors plays a huge role to understand the process of health and disease and to take measures to prevent them or improve problematic situations. In this context it is important for students to know the principles of design of epidemiological studies, their realization and data analysis as well as to be familiar with practical experience, and to encourage critical evaluation of principles covered by the course.

Course objectives:

The objectives of "epidemiology" course are to enable students to know and understand the principles and basic concepts of causality, links between causality and disease, the determinants of disease, to recognize the natural history of disease, and through it to be able to draw basic prevention principles, as well as to be introduced to measures of morbidity and mortality, types of study, their main advantages and, to be able to recognize and explain diagnostic tests, measures of impact and association, and in the end to be able to differentiate an experimental study from other types of studies analyzing them critically as well.

Learning outcome

At the end of the module, the students should be able to:

- Outline the main features of the design of the epidemiological studies (including cross-sectional studies, case-control, cohort and experimental studies) and use them, and where appropriate, to identify and quantify risk factors;
- Describe resources of Bias (systematic errors) in epidemiological studies and methods to avoid / minimize them;
- Apply the principles of design studies (including methods for avoiding bias), in accordance with the practical, ethical and economic opportunities, to determine the details of design of epidemiological studies on specific problems;\
- Apply and understand methods of descriptive and comparative analysis of epidemiological data;
- Critically assess epidemiological studies reports in terms of the criteria based on the above issues

Module 7: Managing information systems & monitoring-evaluation

Course title:

7.1. Managing information systems in healthcare

Professor: Prof. Kozeta Sevrani

ECTS points: 3 (three)

Course description

The course is designed to give MPMSH students a general knowledge about information systems in the healthcare system as well as to prepare health information professionals. The knowledge gained during this course regards the concepts and basic knowledge about management information systems in a more general way, as well as those in the medicine field in particular; the designation and purpose of health records, as well as the control methods; preserving, processing and disseminating patient medical information, and issues related to security, privacy, confidentiality, as well as ethical and social ones.

The purpose of the course is to provide students with a broader understanding of the challenges faced by health administrators and managers in the selection and implementation of a health information system. The course is also designed to provide the context of increasing discussion about medical electronic records, the exchange of health information and its impact on the internal and external environments that constitute the healthcare environment.

Course objectives

The course objectives are set to provide students with an understanding of:

- The role of Health Information System (HIS) in nowadays healthcare organizations, in terms of globalization.
- Challenges faced by HIS managers and health care managers in different institutional environments.
- Development of new information technologies in health information technology (HIT) such as robotics, telemedicine and social media, as well as applications of these technologies by health organizations.
- Challenges in the implementation of health information technology
- Recognizing the tools and approaches to new information technologies that help to effectively communicate with different patient populations.
- How software packages within the healthcare field are used
- Reviewing issues related to security, privacy, confidentiality, as well as ethical and social ones.

Expected results

Upon completion of the course, the students must know to:

- Develop a better understanding of current and new issues in the management of healthcare information technology management.
- Describe the overall functions, goals and benefits of health information systems.
- Demonstrate professional knowledge about health information management (HIM) and be able to adapt with their changes in the healthcare environment.
- Be able to compare health information systems according to their ability to support the demands of a health organization
- Identify professional roles and responsibilities in managing health information in developing and maintaining the health data system.
- Identify typical functions performed by the health information system (HIS).
- Explain the impact of electronic health data in reporting results
- Develop a better understanding of the information technology architecture (IT) to manage health information, propose hardware, software, operating system, and network considerations necessary for effective data storage and use in q health organizations.
- Identify the role of the health information management professional in creating and maintaining electronic records.
- Use the tools and techniques for collecting, storing, providing and reporting health care data.
- Understand and develop the appropriate performance and reporting measurement mechanisms to plan and evaluate the impact of IT initiatives in healthcare environments.

Module 7: Managing information systems & monitoring-evaluation

Course title:

7.2. Monitoring-evaluation in healthcare

Professor: Dr. Shk. Petrit Dollani
ECTS points: 3 (three)

Course description

The course aims to provide students with in-depth knowledge of the theoretical and practical aspects of monitoring and evaluating programs in public and non-profit organizations. The course program includes, inter alia, dealing and explaining concepts, such as: the performance measurement framework, the process of designing and implementing a performance measurement system, the methodological elements of measuring performance, logical modeling of programs objective and subjective measures of organizational performance, quantitative and qualitative performance treatment, the relation between individual performance versus organizational performance, quality management, institutional performance management, etc. An important point is the presentation and discussion of the Balanced Scorecard method, suggesting a possible application to health organizations. All the above knowledge is based on the latest contemporary achievements in the field of management sciences and the several years of experience of studying these aspects in the Albanian reality.

Course objectives

The main objectives of the course are:

- Logical understanding of in-depth concepts on monitoring and evaluating policies and programs in public organizations.
- Analysis of component elements of the management of software performance.
- Advanced analysis of the relationship between individual and organizational performance.
- Ability to apply theoretical concepts in practical case studies.

Expected results

Upon completion of this course, the students shall be able to:

- Possess the appropriate theoretical knowledge and practical skills on the methods of monitoring and evaluating programs in public organizations.
- Rational use of management techniques in order to improve the performance of health services.
- Independently monitor and evaluate public health programs.
- Have the right vision of the public administrator, and able to can take over management task at middle level in public health organizations.

Module 8: Leadership and communication skills

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| Course title: | 8.1. Leadership |
| Professors: | Prof. Shyqyri Llaci Dr. Shk. Gentian Shaqiri |
| ECTS points: | 3 (three) |

Course description

The leadership course presents the students with the core concepts of leadership in today's dynamic environment and rapidly changing. It emphasizes on the main elements of the leading process in modern organizations. An important critical aspect of this lesson cycle is that we rely on different disciplines in handling leadership, but none of them can determine alone the set of basic presuppositions. Looking at leadership with different lenses, we approach the meaning of its essence, and thus we become more capable of practicing it in different contexts. This new course is designed for students of the master program of health management, including graduate students, trainees, current or future managers, as well as other stakeholders of leadership matter. No previous experience or necessary academic training is expected or necessary to have good results on the course. The class sessions will be a combination of presentations / lectures, issues and discussion of topics and explanations aimed at demonstrating the principle in action. Throughout the course we will focus on assessing the effectiveness of leadership roles and responsibilities, understanding the advantages and disadvantages, recognizing the implications of behaviors and actions, and developing skills to handle difficult leadership situations. Leadership in itself is contextual, requires assessment and judgment of circumstantial conditions.

Course objectives

The main objectives of the course are:

- Provide students with specialized knowledge on core concepts of leadership as well as contributing views from different sciences for their proper preparation.
- Analyze the role of the manager in the position of the leader, as well as the respective reports between these important notions.
- Guide the students to develop skills in applying theories of leadership, motivation, or multicultural environment of today's work force
- Enable students to develop critical skills to analyze the importance and practical application of communication, organizational change, and relevant leadership features in different environments.



Expected results

Upon completion of this course, the students shall be able to:

- Have mastered all basic leadership concepts.
- Use aspects of leadership theory according to the environmental specifications in the health field.
- Virtually implement differentiated motivation of staff at the work environment
- Know how to apply leadership styles according to situations and differences that the health environment poses.

Module 8: Leadership and communication skills

Course title: 8.2. Communication skills

Professors: Prof. Asc. Ervin Demo
Dr. Shk. Fatma Jaupi

ECTS points: 3 (three)

Course description

The course aims to develop student skills to communicate efficiently in any situation related to their professional activity. Moreover, it is intended to develop their interpersonal and group communication skills. This subject emphasizes the practical aspect and aims at preparing capable individuals to face the reality of the labor market. Communication is a very important concept in the organization, and the ability to communicate effectively is a key factor in achieving success. This course examines the means through which individuals and organizations communicate, showing how they can be effectively used. The content of the course includes: the ways of building effective messages, the professional, cultural and social context of communication, the promotion of goodwill in communication, written communication analysis, interpersonal communication skills, visual presentation of presentations, and a large number case studies.

Course objectives

- Adopting contemporary knowledge on written communication
- The importance of communication in the contemporary organizational concept
- Familiarizing with concepts, basic communication terms and proper ways of using them
- The ability to choose appropriate communication tools, depending on the specific situations in the organization
- Adopting communicative methods that lead to high performance group work
- Enable the preparation of successful verbal presentations with the assistance of electronic visual means

Expected results

At the end of the course, students should be able to:

- Draft effective verbal, written or electronic messages
- Use effective listening and improve group work skills
- Participate in drafting reports or simple organizational plans
- Build and carry out effective presentations, with multimedia means
- Carry out proper communication with stakeholders.

Module 9: Health organization

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|---------------------|--|
| The subject: | Health organization |
| Academic staff: | Prof. Asc. Alban Ylli PhD. Ervin Toçi Prof. Eduard Kakarriqi |
| No. ECTS: | 5 (five) |

Course description:

The way the health system is organized in a given country depends on a variety of circumstances and health, cultural, economic and social traditions. The four main stakeholders in every health system comprise: the government, health service providers, clients/patients and health insurers. Specific combinations of these actors give life to classical health systems we know today as well as hybrids or experimental forms of health systems around the world. Course "health organization" is intended to describe in detail the four main actors in any health system, shedding light on mechanisms on the basis of which different models of health care systems are created in different countries and a proper analysis of the forces that have created and continue to create and reshape our country's health system.

Course objectives:

The main objective of the "health organization" course is to enhance knowledge in the field of organization of the health system of a country, including institutions, personnel, mechanisms and activities required to ensure: production and continuous strengthening of population health, protection of health from the harmful risk factors, prevention of diseases, their early diagnosis in affected individuals, appropriate treatment, the rehabilitation, rehabilitation of sick individuals and care of mentally disabled persons

Learning outcomes:

At the end of the module, the students should be able to:

- Describe the main actors of the health system;
- Describe and distinguish basic types of organization of health systems in the world;
- Describe and recognize the distinctive features of different models of health systems;
- Understand the role of government in a country's health care model;
- Understand the role of health service providers in a country's health care model;
- Understand the role of clients / patients a country's health care model;
- Understand the role of health insurers in a country's health care model;
- Critically assess a country's health system and specific factors that determine the present and future of this system.

Module 10:

Human resource management

| | |
|----------------------|---|
| Course title: | Human resource management |
| Professors: | Prof.Asc. Zana Koli MBA Martin Serreqi |
| ECTS points: | 4 (four) |

Course description

The course aims to equip students with in-depth knowledge of the theoretical and practical aspects related to human resource management (HRM) in a healthcare institution.

The course program includes, among others, dealing and explaining practices such as: organization and planning of work in health care organizations, employee recruitment and selection, employee training and capacity building, performance management and remuneration practices, work relationship and health, as well as the safety of employees at work.

This course is designed to provide knowledge and some practical skills in the field of human resource management, for all those who seek not only a specialist or a manager in human resources, but also the position of the general manager in the healthcare industry.

Course objectives

- To give students concepts and knowledge about human resource management
- Introduce students with process, practices and systems that are involved when organizations intend to hire, keep and motivate human resources
- Present students with principles and decisions in different fields of HRM
- Enable students to carry out analysis regarding human resources policies and practices in an organization, and give opinions regarding their improvement.

Expected results

Upon completion of the course, the students:

- Shall be able to evidence the importance of one of the most important resources of the organization, human resources
- Shall be provided with knowledge on the functioning of Human Resource Management and understand the role of HRM in an organization
- Shall evidence the function, practices and policies that are included in HRM
- Shall carry out critical analysis of contemporary issues and challenges of HRM practices and policies
- Shall improve presentation skills of individual and group work

Annex 1: Curriculum of the study program "Professional Master in Health Management"

CURRICULUM
of the study program of II cycle

Academic year:
Study form:

Professional Master in Health Management
2016-2017
Full time


| Classes / 1 ECTS | |
|------------------|-----|
| S | S |
| 10 | 7.5 |
| | 15 |
| | 5 |

| No | Courses | Courses / Training activities workload | | | | | | | | | | Workload as per semester when the course is carried out | | | | | | Semester when course is carried out |
|----|--|--|-----------|-----------------------------|------------|-----------|------------|----------------------------------|-----------------------|----------|-----------|---|----------|-----------|---|--------|----|-------------------------------------|
| | | A-F | ECTS | Total classes in auditorium | Lectures | Seminars | Exercises | Total classes outside auditorium | Semester I / 15 weeks | | | Semester II / 15 weeks | | | | | | |
| | | | | | | | | | Lectures | Seminars | Exercises | Lectures | Seminars | Exercises | | | | |
| 1 | Health economics | A | 5 | 60 | 30 | 30 | 30 | 65 | 2 | | 2 | | | | | | I | |
| 2 | Health management | A | 6 | 60 | 30 | 15 | 90 | 2 | 1 | 1 | | | | | | | I | |
| 3 | Statistics | B | 5 | 60 | 30 | 30 | 95 | 2 | 2 | 2 | | | | | | | I | |
| 4 | Healthcare finance and accounting | B | 6 | 75 | 30 | 45 | 75 | 2 | 3 | 3 | | | | | | | I | |
| | 4.1 Finance in healthcare | B | 3 | 37.5 | 15 | 22.5 | 37.5 | 1 | | 1.5 | | | | | | | | |
| | 4.2 Accounting in healthcare | B | 3 | 37.5 | 15 | 22.5 | 37.5 | 1 | | 1.5 | | | | | | | | |
| 5 | Social and environmental health determinants | B | 6 | 70 | 30 | 45 | 75 | 2 | 3 | 3 | | | | | | | I | |
| | 5.1 Environmental health | B | 3 | 37.5 | 15 | 22.5 | 37.5 | 1 | | 1.5 | | | | | | | | |
| | 5.2 Social and behavioral health determinants | B | 3 | 37.5 | 15 | 22.5 | 37.5 | 1 | | 1.5 | | | | | | | | |
| 6 | Epidemiology | A | 6 | 60 | 30 | 15 | 90 | | | | | | | 2 | 1 | 1 | II | |
| 7 | Managing health IS & Monitoring and Evaluation | C | 6 | 75 | 30 | 45 | 75 | | | | | | | 2 | | 3 | II | |
| | 7.1 Managing Health Information systems | | 3 | 37.5 | 15 | 22.5 | 37.5 | | | | | | | 1 | | 1.5 | | |
| | 7.2 Monitoring and Evaluation | | 3 | 37.5 | 15 | 22.5 | 37.5 | | | | | | | 1 | | 1.5 | | |
| 8 | Leadership and Communication skills | C | 6 | 70 | 30 | 45 | 75 | | | | | | | | 2 | 3 | II | |
| | 8.1 Leadership | C | 3 | 37.5 | 15 | 22.5 | 37.5 | | | | | | | 1 | | 1.5 | | |
| | 8.2 Communication skills | C | 3 | 37.5 | 15 | 22.5 | 37.5 | | | | | | | 1 | | 1.5 | | |
| 9 | The organization of health system | C | 5 | 60 | 30 | 3 | 65 | | | | | | | 2 | | 2 | II | |
| 10 | Human resources management | C | 5 | 60 | 30 | 30 | 65 | | | | | | | 2 | | 2 | II | |
| 11 | Thesis | F | 4 | 20 | 20 hrs* | 30 | 80 | | | | | | | | | 20 hrs | II | |
| | Total | | 60 | 680 | 300 | 30 | 820 | | | | | | | | | | | |





This publication and the Master's programme in Health Management are supported by the Swiss Agency for Development and Cooperation (SDC) through its Health for All (HAP) project.

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