



UNIVERSITÀ TELEMATICA
INTERNAZIONALE UNINETTUNO



Master of Science in Health Management

specializations:

- ✓ **MSc in International Health Management**
- ✓ **MSc in Public Health Management**





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Syllabus



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Introduction

The **Master of Science in Health Management** with its *2 specializations*: the **Master of Science in International Health Management** and the **Master of Science in Public Health Management** has been designed by the [International Telematic University UNINETTUNO](#) in order to provide the necessary knowledge and expertise to senior managers and leaders of the health sector. The emphasis is on public health management in an international and local setting and the program draws on an emerging body of knowledge and evidence to allow comparisons across different countries. Students can follow either the MSc in International Health Management route or the MSc in Public Health Management route.

The contemporary global health environment envisages a restructured public / national health system taking the lead in maintaining and improving public health. This policy agenda emphasizes strongly the need for good leadership, and within that requires the development of a vision and of practices in health management, appropriate for the organisation of public health services for the 21st century. The Master is developed in order to assist the achievement of that aim. It builds on the research and teaching strengths so as to ensure that graduates will be able to administer public health services on the basis of a sound understanding of theories and practices of management and public health.

This course focuses on the provision of a multidisciplinary, critically analytical and practice-based approach to the main challenges and issues in health management, planning and policy, which face the providers of health and health-related services.

The program is suitable for all health professionals, planners, senior and mid – level managers working in or having responsibility for the management of health care organizations, public and national health systems.



Aims & Objectives



Aims:

This course is designed for health professionals or graduates with public health management experience who expect to move into senior and top management roles in a health system. The program is set primarily within the context of the public and national health services, but it is also relevant for managers of NGOs, and international organisations and of private hospitals. It is expected that students will be able to draw on their own knowledge of health management in class work and assignments, and applicants without any hospital experience will normally be expected to gain such experience before starting the program.

The course aims to develop the ability to think analytically and to handle the management and development issues faced by hospital senior and mid-level managers. These include structure and organisation, planning and managing resources, reviewing and evaluating services and understanding the local / national and international context of a health system.



Objectives:

In order to achieve the goals of the program, the following objectives were developed:

- *To provide graduates with a sound understanding of complex public health systems across the world focusing on different health care systems*
- *To develop sector-specific management knowledge together with the technical and managerial skills to successfully pursue a career in the health sector*
- *To support the development of the next generation of senior managers and leaders in the health sector*
- *To support the development of a skill set to manage health entrepreneurship, innovation and change*
- *To enable students to acquire critical appraisal skills for evidence based decision-making*

At the end of this program students should be able to:

- Demonstrate knowledge and understanding in the field of public health management, planning and policy-making in developing health systems with particular reference to governmental & NGO sectors;
- Identify, describe and critically analyse the major issues in management, planning and policy in the public health and health related sectors in developing countries;
- Identify and explain the context, challenges and opportunities involved in the formulation and implementation of health policy within the health systems of developing countries;
- Review types of policies, situations and issues in the field of public health management, planning and policy-making in developing country health systems;
- Apply knowledge and skills in selected areas of health management, planning and policy to local circumstances;
- Conform to accepted modes of professional behavior and work in a team in an appropriate role; build upon the concepts and methodologies developed during the program through completion of a dissertation;
- Evaluate economic activities whose primary purpose is to promote, restore or maintain health;
- Describe the role and apply selected techniques of health economics for financial planning
- Develop and use a methodology for managing and planning for a decentralised health system;
- Describe and use concepts of organisation and structure, methods of planning and managing resources, and systems for reviewing and evaluating services;
- Analyse and develop hospital service policies in the relevant local and national context;
- Undertake comparative study of national and international health policy and management issues;
- Demonstrate an understanding of the principles of good governance and professional ethics;
- Communicate effectively, work in groups, set priorities and manage workload effectively;
- Develop their capacity for independent learning and continuing professional development;
- Describe and critically analyse contemporary issues of public health sector reforms and their relevance to human resources development;

- Analyse contemporary approaches to health human resources management and develop a strategic approach to development for the public health sector;
- Construct a human resources development framework including the planning, training and management functions in health care;
- Conduct primary and secondary research in order to understand and develop evidence-based practice;
- Critically evaluate different training strategies and organise a training strategy for health personnel in a decentralised organisational structure;
- Describe and critique concepts of project appraisal, and design a framework for monitoring and evaluating a project or program;
- Describe and critique current concepts, models and theories of quality assurance;
- Construct a quality management policy for public health care institutions.
- Demonstrate an understanding of theories and practices of public sector organisations and their management and leadership;
- Demonstrate an understanding of theories and practices which underpin effective, efficient and equitable health policies and practices;
- Understand the role of management and leadership roles in public health;
- Possess conceptual understanding of management and leadership thinking that enables students to reflect on and evaluate critically both current research and its application to the practice of leadership in a public health context;
- Improve the understanding of management and leadership at the health workplace by research-informed teaching into practice;
- Introduce students to the main scientific disciplines that contribute to modern public health.



Program of Study

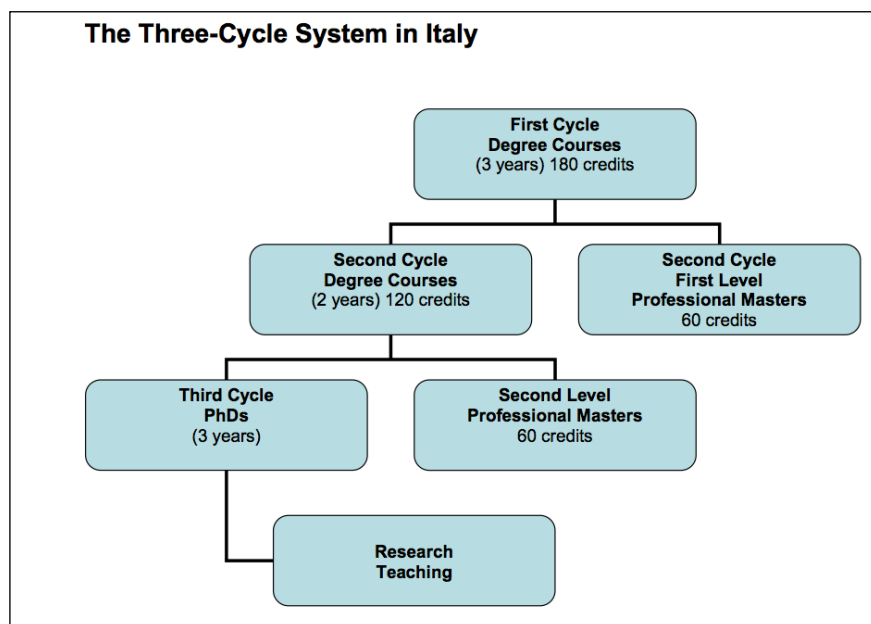
The Master Program has a duration that corresponds to **90 ECTS** according to the ECTS cycle study system of intensive full time study (**180 UK credit equivalence**).

To earn **1 ECTS academic credit**, according to the rules currently in effect a student must carry out **25 hours of activity**. These are structured in videolessons, assignments, videoconferences, didactic and research activities in a combination of synchronous and asynchronous distant learning educational methodology. The Master is composed of 10 academic/ module units and a Research Dissertation.

The academic title that is awarded in accordance with the higher education legislation in Italy is **Master Universitario**. For more details about the Program of Study please visit the following link:

<https://www.uninettunouniversity.net/en/master-online.aspx>

The Three - Cycle Study of the Italian Higher Education System - ECTS



International Cooperations, Internships and Erasmus Mundus Opportunities

The Master has developed a lot of international cooperations during the years of its operations. Among which is the cooperation with **James Lind Institute**. The agreement signed in September 2015 with the James Lind Institute envisages an international partnership supporting the Master in Health Management and a choice of Advanced PG Diplomas, beside the development of shared academic paths. The James Lind Institute of Singapore was established in 2008 with the aim of offering training programs in the field of clinical research to students coming from over 40 countries. To learn more about the James Lind Institute visit its official website: <http://www.jliedu.com>



Another international cooperation is with the **Global Science University** in Somalia. This Master's Course representing the cutting-edge of the agreement between UNINETTUNO and the Global University of Science of Somalia, was signed in the aim of spreading high-level knowledge and expertise and contributing to the empowerment of the local population. Actually, this distance learning Master's Course, will give the workers of the Somali healthcare services the opportunity of accessing – even if remaining in their own country – an international-level higher education path in English, delivered by the UNINETTUNO best teachers, expert in this field and coming from all over Europe.



Students could also make use of the **Erasmus Mundus** mobility program, which is coordinated by the [International Mobility Office](#) of the International Telematic University UNINETTUNO. The Office is responsible for promoting students and teaching staff mobility exchanges with other Universities, both in Europe and non-European countries. The Office coordinates local Erasmus activities and the Erasmus Mundus projects in which the University is involved.

Additionally, the University offers to students, when it is feasible and subject to regulations that may apply, the optional opportunity to facilitate them in order to spend part of their studies, when they draft their research dissertation project, as interns in a European Union member state. The **Internship Program** is coordinated by the Organisation [Atheneum Liberal Studies](#) (www.atheneumedu.com).

Languages of Instruction

In the International Telematic University UNINETTUNO student can attend its Programs in one the languages that these are offered. The official languages of the Programs of the University are:

Italian, English, French, Arabic, Polish and Greek.

The Master of Science is offered in the English language. In the near future, Polish, Russian and Chinese will be added as official languages in the International Telematic University UNINETTUNO.



Academic Faculty

The **Master of Science** is part of the Academic Programs of the Faculty of Economics. The Faculty has Undergraduate and Postgraduate Programs whereas students can also study for a PhD / Doctorate and conduct Post doctorate Research.

Academic Faculty of the Master of Science:

The academic faculty of the Master is composed of a highly skilled and reputable professors and tutors from a variety of relevant disciplines and vast experience in the domain.

The Special Exam Commission of the Master is composed of the following distinguished Professors:

Prof. Dr. Emidia Vagnoni – Head Of the Special Exam Commission of the Master

Professor of Economics of Medical Companies and of Financial Planning and auditing and of Business Economics, - Faculty of Economics and Faculty of Pharmacy, University of Ferrara.

Prof. Dr. Laura Maran

Professor of Industrialization of Health Economics and Research Grantee in Business Economics – Faculty of Pharmacy and Degree Course in Biotechnologies, University of Ferrara.

Prof. Dr. Mahdi Heidari

Professor of Economics Applied to Healthcare Systems – Research Doctor in Pharmaeconomics – Faculty of Medicine and Surgery, University of Ferrara.

Prof. Dr. Kyriakos Kouveliotis – Master's Director

Professor Uninettuno University - President of Atheneum Liberal Studies.

Didactic Organisation – Specialization in International Health Management

Module 1
Principles of Health Management - 6 ECTS

Module 2
Human Resources Management and Health Organizations - 6 ECTS

Module 3
Decision Making, Planning and Leadership- 6 ECTS

Module 4
National Health Systems and Health Policy - 6 ECTS

Module 5
Management of Health Organizations - 6 ECTS

Module 6
Financial and Economic Management of Health Organizations - 6 ECTS

Module 7
Information Technology in Health Systems - 6 ECTS

Module 8
Anthropology and Sociology of Health and Medical Care- 6 ECTS

Module 9
Ethical, Cultural and Behavioural Aspects of Health - 6 ECTS

Module 10
Socioeconomic Research in Health Services - 12 ECTS

Module 11
Dissertation - 24 ECTS

Didactic Organisation – Specialization in Public Health Management

Module 1
Principles of Public Health - 6 ECTS

Module 2
Globalization and Public Health Challenges - 6 ECTS

Module 3
Decision Making, Planning and Leadership- 6 ECTS

Module 4
Public Health Systems and Public Health Policies - 6 ECTS

Module 5
Management of Health Organizations - 6 ECTS

Module 6
Financial and Economic Management of Health Organizations - 6 ECTS

Module 7
Information Technology in Health Systems - 6 ECTS

Module 8
Anthropology and Sociology of Health and Medical Care - 6 ECTS

Module 9
Ethical, Cultural and Behavioural Aspects of Health - 6 ECTS

Module 10
Research Methods - 12 ECTS

Module 11
Dissertation - 24 ECTS

In order to get the Master's title, that will be awarded by the International Telematic University UNINETTUNO, the student has to prepare a final 15.000 words dissertation thesis on a topic agreed with the Master's course Scientific Committee.



Didactics

Didactic activity takes place through the Internet, in the "Master" section of the portal: www.uninettunouniversity.net, the first portal in the world where teaching is delivered in six languages: Italian, English, French, Arabic, Greek and Polish. The adopted psycho-pedagogic model implements the shift:

- from the central role of the teacher to that of the student;
- from the transmission of knowledge to the building of knowledge;
- from passive and competitive learning to active and collaborative learning.

The students play an active role in their learning progress and can study whenever and wherever they wish to. In the course of their learning, the students are guided by an online tutoring system, which is able to facilitate their learning and web-based communication process and to supply them with the tools to carry out their study of their particular subject successfully. The online tutoring is organised into classes of students, with an advanced agenda system that is able to recognize each individual and to obtain the tracking of didactic activities and

the quantitative and qualitative evaluation of the learning process of each single student.

The screenshot shows the UNINETTUNO website homepage. At the top, there is a header with the university's logo, name, and contact information. A search bar is located in the center. Below the header is a navigation menu with various categories. On the left, there is a sidebar with links to media releases, press releases, and other resources. The main content area features a video player showing a lecture by Prof. Kyriakos Kouveliotis. The video player includes a progress bar and a play button. Below the video player, the text 'International Telematic University UNINETTUNO' is displayed.

UNINETTUNO | University without Boundaries

Prof. Kyriakos Kouveliotis - Master of Science in Health Management

International Telematic University UNINETTUNO

The screenshot shows the UNINETTUNO.tv website. The header features the website's logo and name, along with a search bar. Below the header is a navigation menu. The main content area features a video player showing a lecture by Dr. Kyriakos Kouveliotis. The video player includes a progress bar and a play button. To the right of the video player, there is a sidebar with text about the website's mission and a link to the Facebook page. The text in the sidebar reads: 'IN DIRETTA DAL SATELLITE. Il canale via satellite e online dell'Università Telematica Internazionale UNINETTUNO. Visibile in chiaro sul canale 812 della piattaforma SKY e sul canale 701 della piattaforma Tivusat, in tutta Europa e nell'area del bacino del Mediterraneo, trasmette le videolezioni dei migliori docenti universitari italiani, europei e del mondo arabo in quattro lingue: arabo, francese, italiano, inglese.'

UNINETTUNO.tv LA TV DELLA CONOSCENZA

MASTER

Benvenuto su UNINETTUNO.tv la web tv della Università Telematica Internazionale UNINETTUNO

Uno strumento libero creato per diffondere cultura e democratizzare l'accesso al sapere

Home Chi siamo Autori

UNINETTUNO UNIVERSITY TV

MASTER OF SCIENCE IN HEALTH MANAGEMENT

Dr. Kyriakos Kouveliotis

Director Hellenic Scientific Health Mgt. Association

IN DIRETTA DAL SATELLITE

Il canale via satellite e online dell'Università Telematica Internazionale UNINETTUNO. Visibile in chiaro sul canale 812 della piattaforma SKY e sul canale 701 della piattaforma Tivusat, in tutta Europa e nell'area del bacino del Mediterraneo, trasmette le videolezioni dei migliori docenti universitari italiani, europei e del mondo arabo in quattro lingue: arabo, francese, italiano, inglese.

Methodology - How to Study

The didactic activity on the Internet unfold within the WEB macro-area known as the Didactic Cyberspace. In the Didactic Cyberspace the learning and developmental process is implemented and the access are differentiated through login and passwords on the basis of the three different roles of those who participate in the learning process: Professors, Tutors and Students. The three categories of those who utilize the service can access information linked to each teaching subject.

In particular, the Professor and Tutor can modify or substitute didactic materials and add new ones for the duration of the teaching period, while the student has his or her own area where data, information and personal notes can be inserted. The student can access:

- the Page of the Appointed Teaching Professor
- the Tutor Page.

Within these pages the Learning Environments are inserted and it is possible to access:

- **Didactic Materials**

They constitute the course contents: digitized video-lessons with bookmarks allow the hypertextual and multimedia link to books, selected bibliographical references, texts of the exercises, lists of selected websites. The system of dynamic bookmarks gives the Internet-based video-lessons a hyper-textual character allowing different levels of navigation: from one lesson to the other one, between the subjects of a single lesson, between the materials referring to the same subject.

- **Distance Tutoring**

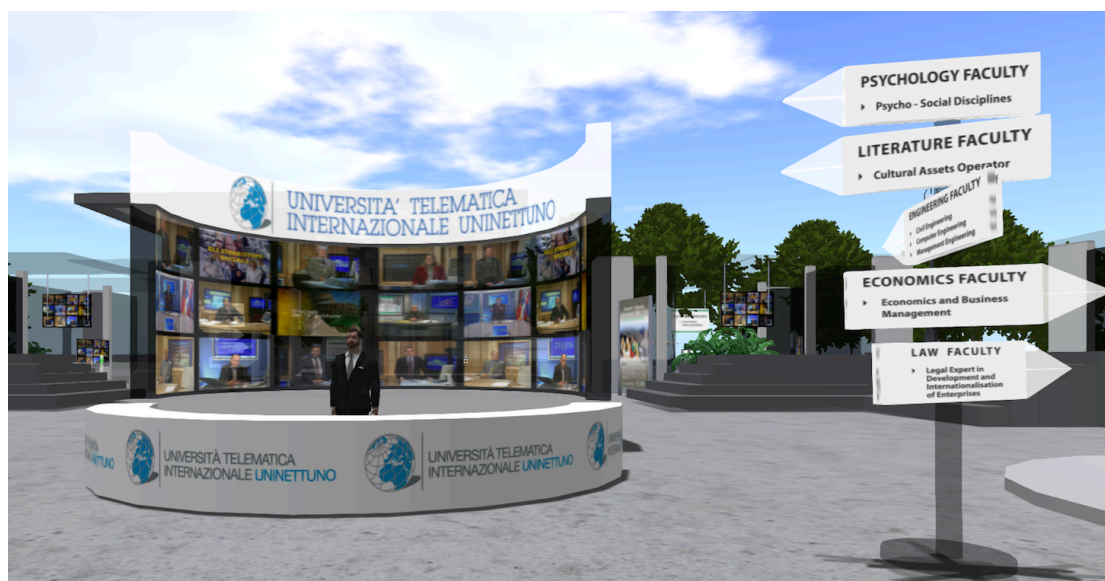
The students enrolled in the Master's course will be able to be followed during every step of their study path by the Telematic Professor-Tutor, who represents a guide as well as a constant presence during your Learning Process. The long distance Tutoring activities can be carried out in two ways:

- in a synchronic manner, by using the chat rooms, the videochat rooms, video and audio-conference systems activated in the Didactic Cyberspace, but also the three-dimensional classroom created on the UTIU Island of knowledge on Second Life.
- in a diachronic manner, through tools such as e mail and discussion forums on the Internet. The discussion forums, related to the topics of a given teaching subject, allow you to extend the dialogue and activate a collaborative learning and to organize your thoughts regarding the discussion topic and study activity that you are engaged in.

- **The virtual classroom in UNINETTUNO Island of Knowledge on Second Life**

In UNINETTUNO (International Telematic University) Island of Knowledge we realised a 3D Auditorium devoted to the Master's course. This is where the students' avatar and professors/tutors' avatars interact in the three-dimensional world of UNINETTUNO by them voice. Practice works, assessment tests and videoconferences with the protagonists of the European Union attending through their avatars are carried out, as well as direct practice activities guided by the professors/tutors' avatars. In the virtual classroom of Second Life on the UNINETTUNO Island of Knowledge the students and the professors/tutors teach and learn in a collaborative and cooperative way, they build and share knowledge with people belonging to different political, cultural and religious realities, they dialogue, cultural differences are compared, socialization processes are activated as well as the creation of new knowledge.





Assessment

For the completion of the Program successful evaluation of the 10 Academic Modules is required as well as in the Master's Dissertation. Students are assessed in the English language. More specifically, students are assessed as follows:

- **for each Academic Module:**
 - written assignment or assignments are required, that are marked by the module coordinator professor and graded with 10 as the highest mark. The assessment of the written assignments counts towards the 30% of the total final grade of each Academic Module. Written assignments are submitted electronically, via the personal special portal that each individual student has, on a specific date (special instructions are given during the course by the Professors, whereas overdue assignments are not accepted by the electronic system. In the case that students want to apply for an extension they have to submit a special request and justification well before the due date).
 - written vis-à-vis / face-to-face examination which takes place in the premises of the University in Rome, or in a venue abroad arranged for the occasion by the University, or in one of the University Technological Poles abroad, or in the premises of Italian Embassies, or via monitored teleconferencing. The assessment of

the assignments and of the written exams and the organisation of the exams is conducted exclusively by the Academic and Administrative staff of the University. In the following link there is a list of the University Technological Poles abroad: <http://www.uninettunouniversity.net/Portal/en/politecnologicomicomunic.aspx> . The assessment of the written examination counts towards the 70% of the total final grade of each Academic Module.

In the case of unsuccessful evaluation the student has the right to repeat the examination. In the case of new unsuccessful evaluation he/she has to repeat the whole module.

Students cannot proceed to the last stage of their studies, the drafting of their Dissertation Thesis and the Final Examination, if previously they have not been successfully assessed in ALL the assignments and written exams.

- **for the Dissertation Thesis:**
 - assessment of the Dissertation Thesis from the supervisors professors of the University.
- **for the Final Examination :**
 - oral vis-à-vis / face-to-face viva examination of the Dissertation Thesis by the Committee of the University Professors that supervised and evaluated the dissertations and the Special Exam Commission. The Final Examination is conducted in English and takes place in Rome or in a venue abroad arranged for the occasion by the University, or in one of the University Technological Poles abroad, or in the premises of Italian Embassies, or via monitored teleconferencing. The Committee of the Professors and the Exam Commission apart from the evaluation of the oral dissertation examination / viva has the jurisdiction to ask questions for all the academic modules of the Program. After the Final Examination the Exam Commission ratifies the final grade of each student.

For the written assignments and the Dissertation students have to use the Harvard System for the referencing of their sources, whereas in the case of plagiarism they will be expelled from the Program.

Entry Requirements

The **Master of Science** is aimed to prospective students that have a first degree or an equivalent recognized academic title. In addition, knowledge of the English language and Information Technology skills are required. Relevant professional experience is also desirable.

Credits awarded by previous studies could be transferred to the Program subject to approval by the Program's Scientific and Academic Committee.

The International Telematic University UNINETTUNO holds a strict equal opportunity policy towards all prospective students.



Procedures of Enrolment

The matriculation at the International Telematic University UNINETTUNO can be fulfilled only through our online procedure. It is necessary to have an e-mail account that will be asked for upon enrolment. In order to access the matriculation procedure it is necessary to act as follows:

- Enter the [Administrative Secretariat](#)
- Execute the **new account registration** through the system-guided procedure. At the end of the procedure a username and a password will be generated; these are to be used in the **restricted area**.
- Access the **restricted area** of the students' secretariat using the username and password generated by the enrolment procedure.
- Execute the **online matriculation procedure** entering the data that will be required. When all data are entered, you will be asked which payment

mode you prefer. It is possible to pay the matriculation fee by **online payment** by credit card or by **bank transfer**.

Tuition Fees

The total amount of tuition fees is **€ 4800,00** that is paid upon registration or in two installments directly to the University.

- The bank details to make the bank transfer are:

In favour of: **Università Telematica Internazionale UNINETTUNO**

Via del Corso, n. 226

00186 Roma

IBAN: IIT46 G030 6905 0201 0000 0070 068

BIC BCITITMM (*only for bank transfers from abroad*)

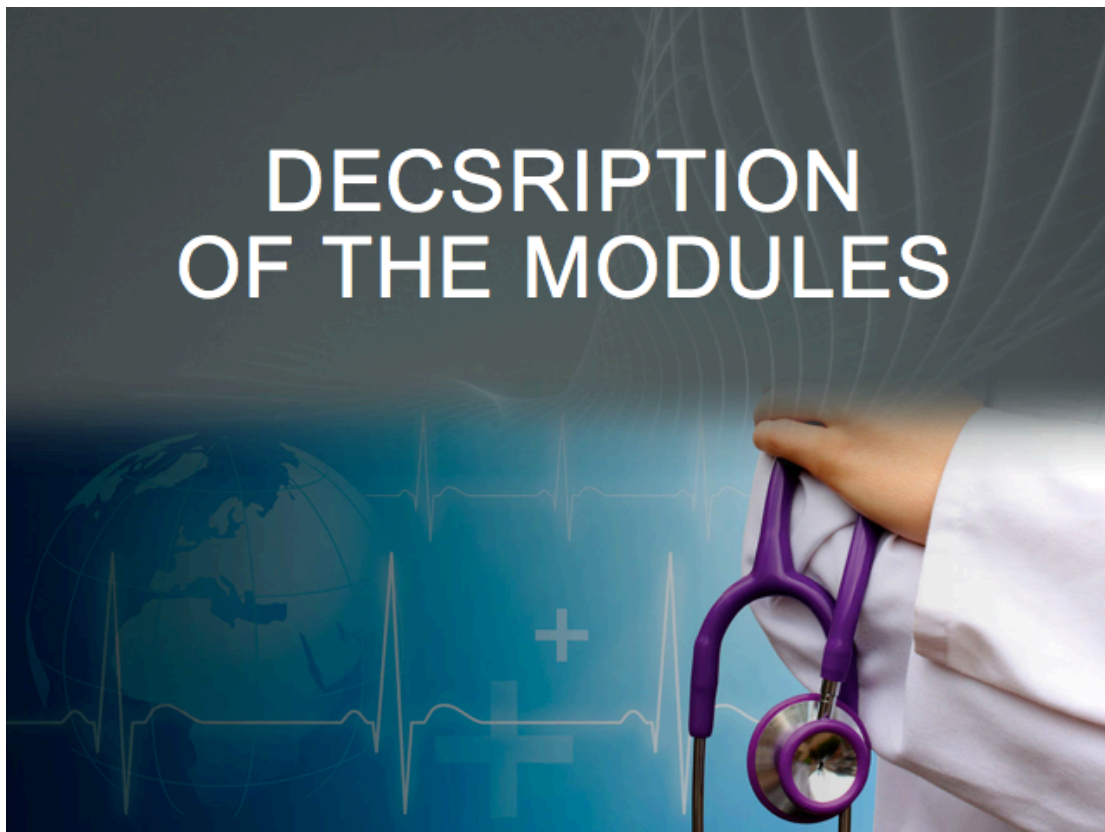
(Bank: IntesaSanPaolo SpA)

In the case of payment by bank transfer it is necessary to send the payment receipt to the following e-mail account: info@uninettunouniversity.net - or to the Fax number: +39 06 69207621.

UNINETTUNO will acknowledge the enrolment by sending an e-mail including the matriculation number, the USER ID and the Password to access the e-Learning platform. In case of problems with the matriculation procedure, do not hesitate to contact us: email: info@uninettunouniversity.net - at the toll-free number: 800 333 647 (within Italy), or at +39 06.69.20.761 (outside Italy).



DESCRIPTION OF THE MODULES



Description of the Modules – Specialization in International Health Management

1. Principles of Health Management

Module Description

The course Principles of Health Management aims to contribute to the training of executives so that health professionals would be able to ensure the rationalism and social legitimacy in the Health Sector. Given the multiple difficulties and constraints that health sector is facing, and the scale of social challenges and expectations, management of health services is a “panacea”.

This course mainly deals with the presentation of technical practices and scientific principles of administration and management in relation to the main challenges in the health sector. At the same time it constitutes a systematic exploration and mapping of the various elements that compose health sector displaying the social, cultural, epidemiological, political, legal and administrative aspects of the health field . Also, examines the tools for decision making in health services. Knowledge that will be gained will be the passport for executives to locate their position in health care units. Finally, it tries to prove that the conception, preparation, reception and implementation of decisions, precondition individuals and social groups.

Aims and Objectives

The learning outcomes of the course aimed at:

- * Presentation of contemporary and valid knowledge relevant to health care and the management of Health Units
- * critical reflection of the main problems in the health sector
- * introduction to the ways of research and knowledge production, concerning the issues of management and health management
- * familiarity with the social and cultural standards that cultivate professionals in the health sector.

Content

1. Organisation management
2. Health Organizations and Health Services
3. Planning –Scheduling in an Organisation

4. Organisation
5. Human Resources in Health Organizations
6. Principles of Organisation Management
7. Administration – Operation of Health Organizations and Operations
8. Sociological Aspects of Hospital Identity and Operation
9. Hospital Management and the Economy
10. Health Management and Health Policy

2. Human Resources Management and Health Organizations

Module Description

This course analyses the meaning of Human Resources Management and explains how it has been developed in the health sector. Also, explains the procedures of human resources planning and scheduling emphasizing in needs prevention, work analysis and description. It then follows the process of the selection of personnel with special reference to the methods of this kind of recruitment.

Meanwhile, there is a reference of how the evaluation of staff performance takes place and then the motivation theories, the different kinds of incentives and the incentive policy for the workforce of health care organizations are presented. In the framework of the development of manpower training and education with special reference to training planning and methods are analyzed. Finally, health and safety in professional health care organizations is mentioned.

Aims and Objectives

By the end of this course students will be able to:

* understand the role of Human Resources in Organizations * understand the scale of needs and the motivation procedures of the employees of a company * know about the contemporary methods of evaluation for the recruitment, promotion and staff remuneration * know about labor hazards and labor diseases which are related to health care organizations and the prevention.

Content

1. Human Resources of the Health Sector
2. From Personnel Management to Human Resources Management

3. Scheduling –Planning of Human Recourses
4. Staffing
5. Seeking of Personnel
6. Selection of Personnel
7. Evaluation of Work Performance
8. Motivation
9. Training and Development of Human Resources
10. Health and safety at work in Hospitals

3. Decision Making, Planning and Leadership

Module Description

Leadership has been described as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task and at the same time is the ability to influence a group of people towards a goal. In this course students will increase their own leadership capacities through feedback, reflection and practice. The hypothesis to be tested is that effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals. The heart of this course is the emphasis on the leadership skills, traits and qualities that are necessary to health professionals in order to lead and coach individuals within a health organisation. One of the main goals of the course is to guide students and health professionals to self evaluation and assessment. In this framework, students will use readings, role plays, experiential exercises, and self-reflection, as well as focused coaching and feedback, to optimize their own leadership capabilities.

Aims and Objectives

The course is intended for students who envision that they will be working in health organizations where both leadership and teamwork will be critical. It will teach these students to:

- * understand the major academic theories of leadership in relation to health management
- * develop the ability to assess a leader's actions objectively and through the multiple lenses that these theories provide inside a health

organization * improve their own ability to make good leadership decisions and, simultaneously, develop a better understanding of the ways that various constituents might interpret and judge these decisions and their outcomes in relation to health management * practice the utilization of these lessons to accomplish certain specific leadership tasks, such as making decisions, resolving conflicts, and setting a vision and leading a change effort inside a health organisation.

Content

1. Decision Making Planning and Leadership
2. Principles and Challenges of Leadership
3. Dimensions of Leadership
4. Patterns and Principles of Leadership in Health Management
5. Ethics and Values in Leadership
6. The empowerment of Health Professionals, Leadership Authority
7. Health Psychology and Leadership
8. Scientific Management and Human Relations
9. Leadership , Decision Making and Team Building
10. Human Development and Leadership

4. National Health Systems and Health Policy

Module Description

In the module National Health Systems and Health Policies issues such as: Health, legal protection, the restructuring of the systems operation of hospital units, the total changes after research, the new functional structures of hospitals, the national health systems in Europe and in the US, the similarities and differences in the national health systems in Europe as well as the cultural factors that affect health systems in Europe, health policies, educational and supportive operations in health systems, measurement of health systems and health policies, are described and developed. The topics of national health systems and health policies are contained in the subject matter of the course, with the simultaneous development of the combination of the functions of hospital units and the establishment of health systems for an effective and efficient health service. In

addition, part of the course are also the procedures for detecting the needs of populations and the corresponding policy development, the monitoring and measuring of performance in health services, the legislation and the European directives.

Aims and Objectives

At the end of the course students is expected to learn:

* the National Health systems in Europe and USA * the relevant national legislative reforms * the restructuring plan of hospital units in relation to scientific facts * the new functional structures for the provision of health services * the similarities and the differences in health systems * how cultural factors are affecting health systems * health policies * the relevant legislation * the aims and objectives * educational and supportive operations * the importance of the measurement of health systems.

Content

1. National Health Systems and Health Policies
2. Health and Legislative Protection
3. Hospital System Reforms
4. Global Changes Research and new Operational Structures
5. Health Systems in Europe and in USA
6. Health Systems in Europe and in USA (II part)
7. Similarities and Differences in Health Systems and Cultural factors in EU
8. Health Policy
9. Measurement of Health Systems
10. Health Systems and Prosperity Health Policies

5. Management of Health Organizations

Module Description

The module Management of Health Organizations prescribes and develops the topics: theories, schools and methods of management with special references and citations to the various types of leadership. Issues as the organisation,

administration, and management of human resources are included in the subject matter of the module, together with the simultaneous development of the combination of the above and the necessary communication policy towards the efficient and productive management of organizations. The procedures of control and measurement of performance in the health sector, research, training, and system's evaluation at all functional levels are also constituted as integral parts of the module.

Aims and Objectives

By the end of this course students are intended to know about:

* the theories of management and administration of health organizations * the different kinds of leadership * the scientific perception related to the issues of human resources management and guidance * the scientific perception about communication and crisis management * the theories and the procedures of the control * the evaluation of work performance * *general economic data in the health sector * the patients rights * entrepreneurial plan in the health sector * research and training processes * justified decision making * the evaluation of human resources management and * administrative reforms.

Content

1. Management of Health Organizations
2. Human Resources Management
3. Orientation - Guidance
4. Communication as a factor of success to Health Management
5. Control - Motivation - Incentives
6. Economic data of Health Organizations
7. Organizational structure - Planning
8. Research – Education
9. Decision making – Evaluation
10. Administrative Reforms in Health

6. Financial and Economic Management of Health Organizations

Module Description

The course of Financial and Economic Management of Health Organizations introduces the economic concepts of healthcare market, while explaining the reasons for the failure of healthcare market. The issues of the course contain the elasticity of supply and demand, prices and income, cost of production, financing and evaluation of programs and health policies. Also, this course develops the factors that determine supply and demand of health services while analyzing the trends in health costs and economics of healthcare. Also, it focuses on health care financing and cost of hospital care. Finally, it shows how to assess the financial situation of health services.

Aims and Objectives

At the conclusion of this course the students will be able to develop an understanding of:

* the relevance of economic concepts in the health care sector * the financing of health care system and the provision of services * the concept of economic evaluation and the issues related to health outcomes measurement.

Content

1. Introduction of Health Economics
2. The Demand for Health Care Services
3. Supply of Health Services
4. Health Expenditures
5. Health Care Financing
6. The Cost of Hospital Care
7. Human Resources for Health Planning
8. Human Resources for Health Management
9. Health Information System
10. Economic Evaluation

7. Information Technology in Health Systems

Module Description

This module provides a managerial perspective to managing information systems in the health sector. It also examines the role and contribution of information systems to organizational health strategy. The module also develops the understanding of the development and implementation of information systems and focuses on: The Essence of Information Systems, Strategic Information Systems, Information Systems Initiation and Development, The Value and Specificity of Information Systems in the health sector.

Aims and Objectives

This course aims : * to provide students with the opportunity to study information systems in the health sector in greater detail * to instruct students in the core theoretical aspects of IT whilst providing the requisite practical skills and expertise to enable more effective contribution to IT design, development and procurement * to enable a full understanding of the operational and strategic impact of IT in health organizations * to enable students to explore the underlying reasons why IT is a complex multidisciplinary process, its theoretical foundations and its linkages to health management decision making and control.

Content

1. The next great challenge in Biomedicine
2. Information Technology in Health Systems
3. Electronic Records in Health System
4. Health & Web
5. Extensible Markup Language (XML)
6. Metadata
7. Standardization & Interoperability in Health Systems
8. Medical Terminologies
9. Ontology Introduction
10. Biomedical ontologies

8. Anthropology and Sociology of Health and Medical Care

Module Description

This particular module approaches health from an Anthropological and sociological perspective. It is a fact that Health Management requires an understanding of: nutrition safety, labor and traffic accidents, wars, refugees and of restrained populations. Also, issues such as age, sex, tribal / national cultures and the socio-economic status (income and profession) are extensively developed as they constitute the determinant factors of health and of access to medical services.

Aims and Objectives

The aim of this module is the understanding of the following subject matters: * the structure of the population defines the different needs of healthcare * as a social institution medicine shall meet the social demand * Economy plays a definite role in the sector of health – poverty and hunger, economic policy of nutrition - working population finance healthcare and has special requirements for accident prevention and for the therapy of labor diseases * the problems which are concerned with traffic (accidents), sports, large- scale events * environment and health, natural and manmade hazards * aging of population and the needs to deal with chronic diseases of the third and terminal age.

Content

1. Socio- Cultural, Behavioral and Ethical Aspects of Health Issues
2. Modern Western Medicine –Historic Evolution and Functions
3. The Demographic Explosion – Health and the Population Structure
4. Definitions of some Health Related Indicators
5. Fertility, Maternity, Infant Health, Abortion Politics
6. Adult Population and Working Population Occupational Safety
7. Accidents: Traffic, Sports, Large Scale Events
8. Ecological and Nature Morbidity
9. Geriatrics and Gerontology –The Health Issues of an Aging Population
10. Recapitulation and Conclusions

9. Ethical, Cultural and Behavioural Aspects of Health

Module Description

This particular module has the aim to give a brief introduction in the role of Bioethics in healthcare and to provide helpful guidelines when dealing with ethical questions surrounding medical practice, and with more general ethical questions about the maintenance and improvement of health and the well-being of communities. In the same framework, basic rules of Bioethics are explained in such a way that students would put themselves in the position to perceive the reason why ethics is different between different cultures. An enduring cultural background of our societies and the perception that doctor / patient relations are not always satisfactory has led a majority of people to demand holistic and integrative medical approaches. The aging of population, which is accompanied with the chronic decline of health, has further strengthened the seeking of holistic approaches for therapy and care that are now studied systematically by the Medical Schools of major Universities Medical Schools and the World Health Organisation.

Aims and Objectives

By the end of this module students should be able:

* to demonstrate an understanding of recognising the health care providers ethical responsibility in safeguarding the contents of medical records * to apply methods of assessing everyday bioethical problems that are related to bioethical dilemmas so to understand them and take decisions always for the well being of patients * Students with the aid of an anthropological / multicultural approach will gather information concerning with * the "whole" Traditional, Alternative and Complementary Medicines, that are currently recognized and taught in the US, India and China * will understand the current trend of developing a, WHO sponsored, Integrative Medicine approach that is now part of the curricula of the major USA Universities (Harvard, Yale, Stanford, UL, UPenn, etc.).

Content

1. Ethics in Health Care
2. Ethical theories: Ideas and Actions
3. Stereotypes, Generalizations, Diversity and Bioethics
4. Ethical Principles

5. Ethical Issues in the end of life
6. Anthropological and Social approach –Parallel therapy treatment
7. Traditional medicine, Therapies – Alternative therapy systems
8. Indian traditional medicine – Chinese and Japanese medical systems
9. Medical anthropology "personal oriented" sicknesses
10. Holistic and joint approaches for health – University Programs and WHO

10. Socioeconomic Research in Health Services

Module Description

This course aims to introduce the methods of socioeconomic research to students. Quantitative and qualitative research methods will be described in detail. In addition, the methods for approaching and critically evaluating evidence as well as literature reviewing and literature drafting will be discussed in depth. Theories and methods of analysing scientific data will also be discussed.

Aims and Objectives

By the end of this module students should be able:

- * to demonstrate a systematic understanding of quantitative research methods, their applications, strengths and weaknesses and contemporary methodological issues
- * to demonstrate an advanced and critical understanding of the sociological concepts of health and illness
- * to apply a range of methods for data analysis including the use of qualitative and quantitative data analysis, as well as the use, modelling, and interpretation of multivariate statistics
- * to comprehend a wide range of techniques for the collection of qualitative data, and a range of techniques for their analysis, including content analysis and discourse analysis
- * to demonstrate an advanced understanding of the systematic methods for the critical evaluation of data and of other research evidence.

Content

1. Socioeconomic Research in Health Sciences
2. Describing and Evaluating Health Systems
3. Evidence Based Health Care
4. The role of Critical Appraisal in Socioeconomic Research in Health Care

5. Presentation of results and problems
6. Clinical Trials
7. Multidisciplinary Methods of Investigation
8. Regression Analysis and Econometrics in Healthcare
9. Game Theory and Human Capital Models
10. The Future of Health Systems



Description of the Modules – Specialization in Public Health Management

1. Principles of Public Health

Module Description

The course Principles of Public Health aims to contribute to the training of executives so that health professionals would be able to ensure the rationalism and social legitimacy in the public health sector. Given the multiple difficulties and constraints that health sector is facing, and the scale of social challenges and expectations, management of health services is a “panacea”.

This course mainly deals with the presentation of technical practices and scientific principles of administration and management in relation to the main challenges in the public health sector. At the same time it constitutes a systematic exploration and mapping of the various elements that compose public health sector displaying the social, cultural, epidemiological, political, legal and administrative aspects of the health field. Also, examines the tools for decision making in public health services. Knowledge that will be gained will be the passport for executives to locate their position in public health care units. Finally, it tries to prove that the conception, preparation, reception and implementation of decisions, precondition individuals and social groups.

Aims and Objectives

The learning outcomes of the course aimed at:

- * Presentation of contemporary and valid knowledge relevant to health care and the management of public health units
- * critical reflection of the main problems in the public health sector
- * introduction to the ways of research and knowledge production, concerning the issues of management and health management
- * familiarity with the social and cultural standards that cultivate professionals in the public health sector.

Content

1. Introduction to Master of Public Health
2. Principles of Public Health Organizations and Public Health Services

3. Planning –Scheduling in an Organisation
4. Organisation
5. Human Resources in Health Organizations
6. Principles of Organisation Management
7. Administration – Operation of Health Organizations and Operations
8. Sociological Aspects of Hospital Identity and Operation
9. Hospital Management and the Economy
10. Health Management and Health Policy

2. Globalization and Public Health Challenges

Module Description

The course aims to provide students with the understanding of the main drivers that lead to globalization. The course explores the main events of the last century, focusing on the role played by the key actors, states and international organizations in defining the rule for the global economic, political and cultural scenarios. A specific part of the course is dedicated to the analysis of the relevant theories and how these are applied to the current economic and social environment.

The module is divided in 2 parts. The first one describes the economic events that have interested the world over the last two decades, focusing especially on the nature and impacts of globalization. The second part analyses the specific issues related to public health challenges as an impact of globalization and its effects on international health systems.

Aims and Objectives

The main goal of this course is to allow students to understand the economic and industrial phenomena worldwide and to enforce the main analytical tools used by an applied economist. The student will read the economic events and the new equilibrium, risks and opportunities that currently characterize the global scenario as applied in the relevant fields that are examined.

Content

1. Introduction to Globalization

2. The Theoretical Background of Globalization
3. The Key Features of the New Global Environment
4. The Political Economy of Globalization
5. The Impact of Globalization
6. Public Health Challenges
7. The Factors that Shape Public Health in a Global Context
8. Key Actors and Issues in Global Public Health Governance
9. Future Perspectives and Prospects for Public Health
10. Special Issues for Global Public Health

3. Decision Making, Planning and Leadership

Module Description

Leadership has been described as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task and at the same time is the ability to influence a group of people towards a goal. In this course students will increase their own leadership capacities through feedback, reflection and practice. The hypothesis to be tested is that effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals. The heart of this course is the emphasis on the leadership skills, traits and qualities that are necessary to health professionals in order to lead and coach individuals within a health organisation. One of the main goals of the course is to guide students and health professionals to self evaluation and assessment. In this framework, students will use readings, role plays, experiential exercises, and self-reflection, as well as focused coaching and feedback, to optimize their own leadership capabilities.

Aims and Objectives

The course is intended for students who envision that they will be working in health organizations where both leadership and teamwork will be critical. It will teach these students to:

- * understand the major academic theories of leadership in relation to health management
- * develop the ability to assess a leader's actions objectively and

through the multiple lenses that these theories provide inside a health organization * improve their own ability to make good leadership decisions and, simultaneously, develop a better understanding of the ways that various constituents might interpret and judge these decisions and their outcomes in relation to health management * practice the utilization of these lessons to accomplish certain specific leadership tasks, such as making decisions, resolving conflicts, and setting a vision and leading a change effort inside a health organisation.

Content

1. Decision Making Planning and Leadership
2. Principles and Challenges of Leadership
3. Dimensions of Leadership
4. Patterns and Principles of Leadership in Health Management
5. Ethics and Values in Leadership
6. The empowerment of Health Professionals, Leadership Authority
7. Health Psychology and Leadership
8. Scientific Management and Human Relations
9. Leadership , Decision Making and Team Building
10. Human Development and Leadership

4. Public Health Systems and Public Health Policies

Module Description

In the module Public Health Systems and Public Health Policies issues such as: Health, legal protection, the restructuring of the systems operation of public hospital units, the total changes after research, the new functional structures of public hospitals, the national health systems in Europe and in the US, the similarities and differences in the national health systems in Europe as well as the cultural factors that affect health systems in Europe, public health policies, educational and supportive operations in public health systems, measurement of health systems and health policies, are described and developed. The topics of public health systems and public health policies are contained in the subject matter of the course, with the simultaneous development of the combination of

the functions of hospital units and the establishment of health systems for an effective and efficient public health service. In addition, part of the course are also the procedures for detecting the needs of populations and the corresponding policy development, the monitoring and measuring of performance in public health services, the legislation and the European directives.

Aims and Objectives

At the end of the course students is expected to learn:

* the Public Health systems in Europe and USA * the relevant national legislative reforms * the restructuring plan of public hospital units in relation to scientific facts * the new functional structures for the provision of public health services * the similarities and the differences in public health systems * public health policies * the relevant legislation * the aims and objectives * educational and supportive operations * the importance of the measurement of health systems.

Content

1. Public Health Systems and Public Health Policies
2. Health and Legislative Protection
3. Hospital System Reforms
4. Global Changes in Research and new Operational Structures
5. Health Systems in Europe and in USA
6. Health Systems in Europe and in USA (II part)
7. Similarities and Differences in Health Systems
8. Health Policy
9. Measurement of Health Systems
10. Health Systems and Health Policies

5. Management of Health Organizations

Module Description

The module Management of Health Organizations prescribes and develops the topics : theories, schools and methods of management with special references

and citations to the various types of leadership. Issues as the organisation, administration, and management of human resources are included in the subject matter of the module, together with the simultaneous development of the combination of the above and the necessary communication policy towards the efficient and productive management of organizations. The procedures of control and measurement of performance in the health sector, research, training, and system's evaluation at all functional levels are also constituted as integral parts of the module.

Aims and Objectives

By the end of this course students are intended to know about:

* the theories of management and administration of health organizations * the different kinds of leadership * the scientific perception related to the issues of human resources management and guidance * the scientific perception about communication and crisis management * the theories and the procedures of the control * the evaluation of work performance * *general economic data in the health sector * the patients rights * entrepreneurial plan in the health sector * research and training processes * justified decision making * the evaluation of human resources management and * administrative reforms.

Content

1. Management of Health Organizations
2. Human Resources Management
3. Orientation - Guidance
4. Communication as a factor of success to Health Management
5. Control - Motivation - Incentives
6. Economic data of Health Organizations
7. Organizational structure - Planning
8. Research – Education
9. Decision making – Evaluation
10. Administrative Reforms in Health

6. Financial and Economic Management of Health Organizations

Module Description

The course of Financial and Economic Management of Health Organizations introduces the economic concepts of healthcare market, while explaining the reasons for the failure of healthcare market. The issues of the course contain the elasticity of supply and demand, prices and income, cost of production, financing and evaluation of programs and health policies. Also, this course develops the factors that determine supply and demand of health services while analyzing the trends in health costs and economics of healthcare. Also, it focuses on health care financing and cost of hospital care. Finally, it shows how to assess the financial situation of health services.

Aims and Objectives

At the conclusion of this course the students will be able to develop an understanding of:

* the relevance of economic concepts in the health care sector * the financing of health care system and the provision of services * the concept of economic evaluation and the issues related to health outcomes measurement.

Content

1. Introduction of Health Economics
2. The Demand for Health Care Services
3. Supply of Health Services
4. Health Expenditures
5. Health Care Financing
6. The Cost of Hospital Care
7. Human Resources for Health Planning
8. Human Resources for Health Management
9. Health Information System
10. Economic Evaluation

7. Information Technology in Health Systems

Module Description

This module provides a managerial perspective to managing information systems in the health sector. It also examines the role and contribution of information systems to organizational health strategy. The module also develops the understanding of the development and implementation of information systems and focuses on: The Essence of Information Systems, Strategic Information Systems, Information Systems Initiation and Development, The Value and Specificity of Information Systems in the health sector.

Aims and Objectives

This course aims : * to provide students with the opportunity to study information systems in the health sector in greater detail * to instruct students in the core theoretical aspects of IT whilst providing the requisite practical skills and expertise to enable more effective contribution to IT design, development and procurement * to enable a full understanding of the operational and strategic impact of IT in health organizations * to enable students to explore the underlying reasons why IT is a complex multidisciplinary process, its theoretical foundations and its linkages to health management decision making and control.

Content

1. The next great challenge in Biomedicine
2. Information Technology in Health Systems
3. Electronic Records in Health System
4. Health & Web
5. Extensible Markup Language (XML)
6. Metadata
7. Standardization & Interoperability in Health Systems
8. Medical Terminologies
9. Ontology Introduction
10. Biomedical ontologies

8. Anthropology and Sociology of Health and Medical Care

Module Description

This particular module approaches health from an Anthropological and sociological perspective. It is a fact that Health Management requires an understanding of: nutrition safety, labor and traffic accidents, wars, refugees and of restrained populations. Also, issues such as age, sex, tribal / national cultures and the socio-economic status (income and profession) are extensively developed as they constitute the determinant factors of health and of access to medical services.

Aims and Objectives

The aim of this module is the understanding of the following subject matters: * the structure of the population defines the different needs of healthcare * as a social institution medicine shall meet the social demand * Economy plays a definite role in the sector of health – poverty and hunger, economic policy of nutrition - working population finance healthcare and has special requirements for accident prevention and for the therapy of labor diseases * the problems which are concerned with traffic (accidents), sports, large- scale events * environment and health, natural and manmade hazards * aging of population and the needs to deal with chronic diseases of the third and terminal age.

Content

1. Socio- Cultural, Behavioral and Ethical Aspects of Health Issues
2. Modern Western Medicine –Historic Evolution and Functions
3. The Demographic Explosion – Health and the Population Structure
4. Definitions of some Health Related Indicators
5. Fertility, Maternity, Infant Health, Abortion Politics
6. Adult Population and Working Population Occupational Safety
7. Accidents: Traffic, Sports, Large Scale Events
8. Ecological and Nature Morbidity
9. Geriatrics and Gerontology –The Health Issues of an Aging Population
10. Recapitulation and Conclusions

9. Ethical, Cultural and Behavioural Aspects of Health

Module Description

This particular module has the aim to give a brief introduction in the role of Bioethics in healthcare and to provide helpful guidelines when dealing with ethical questions surrounding medical practice, and with more general ethical questions about the maintenance and improvement of health and the well-being of communities. In the same framework, basic rules of Bioethics are explained in such a way that students would put themselves in the position to perceive the reason why ethics is different between different cultures. An enduring cultural background of our societies and the perception that doctor / patient relations are not always satisfactory has led a majority of people to demand holistic and integrative medical approaches. The aging of population, which is accompanied with the chronic decline of health, has further strengthened the seeking of holistic approaches for therapy and care that are now studied systematically by the Medical Schools of major Universities Medical Schools and the World Health Organisation.

Aims and Objectives

By the end of this module students should be able:

* to demonstrate an understanding of recognising the health care providers ethical responsibility in safeguarding the contents of medical records * to apply methods of assessing everyday bioethical problems that are related to bioethical dilemmas so to understand them and take decisions always for the well being of patients * Students with the aid of an anthropological / multicultural approach will gather information concerning with * the "whole" Traditional, Alternative and Complementary Medicines, that are currently recognized and taught in the US, India and China * will understand the current trend of developing a, WHO sponsored, Integrative Medicine approach that is now part of the curricula of the major USA Universities (Harvard, Yale, Stanford, UL, UPenn, etc.).

Content

1. Ethics in Health Care
2. Ethical theories: Ideas and Actions
3. Stereotypes, Generalizations, Diversity and Bioethics
4. Ethical Principles

5. Ethical Issues in the end of life
6. Anthropological and Social approach –Parallel therapy treatment
7. Traditional medicine, Therapies – Alternative therapy systems
8. Indian traditional medicine – Chinese and Japanese medical systems
9. Medical anthropology "personal oriented" sicknesses
10. Holistic and joint approaches for health – University Programs and WHO

10. Research Methods

Module Description

This course focuses on the providing the framework for research methods analysis. Based on the basic elements of primary and secondary research, the course analyses all the relevant concepts from a research perspective, and attempts to develop a rigorous approach to the processes of research and prepare students for drafting a research postgraduate thesis or a research project. Qualitative and quantitative approaches are also presented as strategic methodological tools. The module also covers the techniques needed to critically appraise published research but also to help students to publish their own work.

Aims and Objectives

The module aims at providing the student with an understanding of the fundamentals of research. It also aims to equip the students with the necessary skills required for conducting primary and secondary research. Additionally, the course attempts to make students capable for the drafting of a research paper or a research dissertation.

Content

1. Introduction to research
2. Research design and development of a research proposal
3. Research management
4. Primary research
5. Secondary research
6. Collection, presentation, analysis and interpretation of data
7. Drafting of a research dissertation / research paper

8. Research ethics
9. Publication of research
10. The dissertation research proposal



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**SUSTAINABLE
DEVELOPMENT** **GOALS**

17 GOALS TO TRANSFORM OUR WORLD

4 **QUALITY
EDUCATION**



10 **REDUCED
INEQUALITIES**

