



APPLIES TO ACADEMIC YEAR 2012/2013

BIK 2312 Health Management

Programme

Single courses

Responsible for the course

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Department

Department of Accounting - Auditing and Law

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

Students who pass the exam of the intensive course will be qualified for admission to the Advanced Course Management Training for Health Personnel offered at the Norwegian School of Management (BI). Following an application, the Intensive Course in Health Management in combination with the Advanced Course Framework Conditions for Health Service may be included in a Bachelor of Management Degree. The courses will then replace the core subjects as well as specialization/bachelor programme.

Learning outcome

The foundation course Skills in Health Management focuses on management and administration in various parts of the Norwegian health service. The Norwegian health service is a labour-intensive and complex sector consisting of highly qualified employees, strongly characterized by profession orientation, high technology with many self-confident and demanding patients and users. The intensive course a special focus on the challenges faced by middle managers and shall provide a sound basis for creating a common meeting ground between the various disciplines within the field of health, health professionals, technology and patients/users with a focus on creating a better health service characterized by good quality and service.

Knowledge Outcomes

Students shall acquire basic knowledge in management skills and administration. They shall be familiar with relevant terms and concepts, dilemmas, theories and practical tools within the field of management as applied to a relevant health organization. For the purpose of this course the term "health organization is being defined as any somatic or psychiatric hospital, municipal health service, health services provided under the auspices of a voluntary organization, private health organizations and various social services (such as detox facilities, child protective services, rehabilitation) This course shall have a future-oriented and solution-oriented perspective by focusing on challenging traditional rule-oriented and bureaucratic attitudes and behaviour patterns.

Skills Outcomes

Upon completion of the course students shall have acquired the competence required to be able to take on a goal-oriented approach in their executive positions and relate in a good way to different workers, both skilled and unskilled. The course focuses on enabling the students with regard to developing their own personal anti-authoritarian leadership style focusing on the fact that each employee is the most important resource that the organization has. Upon completion of the course, students are expected to work efficiently as team leaders, make rational decisions, show good

Judgment in difficult cases pertaining to personnel and HR matters and be able to participate in change processes and development projects in an appropriate manner. Students shall also be able to facilitate for a systematic and goal-oriented competence development for their co-workers on a practical level.

Attitudinal Outcomes

The programme is founded on a perspective on humanity based on ethical values whose central focus is the best interests of patients and users. Students shall be trained in exhibiting a critical and reflective approach in relation to established systems and routines and awareness-raising with regard to continuous improvement and so-called best practice. The fact that the employees are the most important resource makes the students committed to always develop attitudes focusing on opportunities and possibilities and solutions linked to what can be done concretely to ensure that the employee succeed in their job.

Prerequisites

The admission requirements for the Intensive Course are the higher education entrance qualifications, as well as one of the following courses for which no ECTS credits are awarded:
The Norwegian Medical Association: Kurs i Medisinsk Ledelse (MedLed)
The Norwegian Medical Association: Administrasjonskurs for overleger
NKI Administrasjonsutdanning for helsepersonell 1½ years, part-time
Diakonhjemmet University College: Administrasjon for helse-og sosialpersonell, ½ years, full-time
Other relevant management/administrative training at university or university college level

The Intensive Course is also offered to individuals with higher education entrance qualifications who are able to document five years' qualified executive practice, for instance as the head of a clinical hospital ward.

Compulsory reading

Books:

Berg, Morten Emil. 2008. Ledelse : verktøy og virkemidler. 3. utg. Universitetsforlaget
Briner, Wendy, Colin Hastings og Michael Geddes. 2000. Prosjektledelse. Gyldendal akademisk
Busch, Tor, Erik Johnsen og Jan Ole Vanebo. 2009. Økonomistyring i det offentlige. 4. utg. Universitetsforlaget
Grimso, Rigmor E. 2005. Personaladministrasjon : teori og praksis. 4. utg. Gyldendal akademisk
Høst, Tor. 2005. Ledelse i helse- og sosialsektoren. Universitetsforlaget
Lahnstein, Geir og Kjell-Henrik Henriksen, red. 2007. Aktuelle lover for helsetjenesten. 19. utg. NKI-forlaget. Oppslagsverk
Storeng, Nils H., Tom Henrik Beck og Arve Due Lund. 2012. Arbeidsrett. 8. utg. Cappelen Damm akademisk
Vike, Halvard. 2002. Maktens samvittighet : om politikk, styring og dilemmaer i velferdstaten. Gyldendal akademisk
Yukl, Gary A. 2013. Leadership in organizations. 8th ed. Pearson Education. Kapittel 9 til kapittel 14

Recommended reading

Books:

Bolman, Lee G. og Terrence E. Deal. 2009. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 4. utg. Gyldendal akademisk
Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk

Other:

NOU. 1997:2. Pasienten først! Ledelse og organisering i sykehus. Oslo: Statens forvaltningstjeneste. Kan lastes ned fra nettet: regjeringen.no

Course outline

The topic overview applies to the entire course. See also the section on learning process and time use and the additional information relating to the various course modules below

- Organization and management
- Health management
- Personnel management
- Finance management
- Project management

Computer-based tools

itslearning

Learning process and workload

The intensive course is normally completed over the course of 6 one-day gatherings consisting of a total of 48 hours of tuition over the course of one semester. In addition participants are expected to put in much individual effort.

Examination

The intensive course is completed with a 6-hour individual written exam. The participants will be tested in the theories presented in each course module based on the current curriculum.

Examination code(s)

BIK 23121 –Intensive Course in Health Management- the exam accounts for 100% of the final grade required to achieve an approved grade in the Intensive Course BIK 2312, 30 ECTS credits

Examination support materials

All aids are permitted during exams plus the exam calculator TEXAS INSTRUMENTS BA II PLUS TM.

Re-sit examination

Re-sit at the next ordinary exam.

Additional information**Course Module 1: Organization and Management**

Here the focus will be on the leadership role, leadership style and leadership tasks. The emphasis here is to give students insight and knowledge into various management theories that are relevant in relation to a health organization in order for the students to gain a better theoretical foundation to be able to feel more secure in their own leadership role to a larger extent. Practical leadership tools will also be dealt with. The objective is to master these tools, know their possible uses and limitations and be able to apply them when a relevant practical job situation calls for it.

Compulsory Literature

- Berg, Morten Emil. 2008. *Ledelse: verktøy og virkemidler*. 3. utg. Oslo: Universitetsforlaget.
- Yukl, Gary. 2010. *Leadership in organizations*. 7th. ed. Upper Saddle River, N.J. Prentice Hall Publ.
- Chap. 9 Charismatic and Transformational Leadership. 33 s.
Chap. 10 Leading Change in Organizations. 32 s.
Chap. 11 Leadership in teams and Decision Groups. 35 s.
Chap. 12 Strategic Leadership by Executives. 29 s.
Chap. 13 Developing Leadership Skills. 31 s.
Chap. 14 Ethical Leadership and Diversity. 22 s.

Course Module 2: Health Management

This course module focuses on what it means to have a leadership role within the health sector. What is special about being an executive and an employee within a health organization? The health service is a knowledge organization in which highly advanced technology is very often used in the treatment of patients. Traditionally, the health service has been segmented where the main focus has been on the individual health professional's own interests. An important objective for this module is to raise the awareness of participants and to update their knowledge to enable them to cooperate in teams to a greater degree, irrespective of profession or ward/department towards a common goal which is the patient's best interest. Uniform management versus the traditional dual management will be given special attention,

Compulsory Literature

- Høst, Tor. 2005. *Ledelse i helse- og sosialsektoren*, Universitetsforlaget
- Vike, Hallvard. m.fl. 2002. *Maktens samvittighet.: om politikk, styring og dilemmaer i velferdstaten*. Gyldendal akademisk forlag.

Course Module 3: Personnel Management

The focus here will be on the daily interaction between executives and employees in a practical job situation within a health organization. The emphasis here is on the fact that the employee constitutes the organization's most important resource, and that the executive must aim to get the job done through effective use of his/her co-workers. The organization's personnel policy, its work environment and the personal satisfaction and contentment each worker derives from coming to work as well as the job motivation among employees will be given special attention. The care and attention which executives devote to their employees, both in terms of the day-to-day work situation as well as the more long-term need for competence development will be a central issue here. The most relevant labour law topics will also be dealt with here.

Compulsory Literature

- Grimsø, R.E.. 2005. *Personaladministrasjon: Teori og praksis*. 4. utg. Oslo: Cappelen Akademisk Forlag
- Storeng, Nils H., Tom Henrik Beck og Arve Due Lund. 2009. *Arbeidsrett*. 7. utg. Oslo: Cappelen Akademisk Forlag.

Course Model 4 Finance Management

Students shall be given an introduction to central financial dilemmas and concepts that will be useful and necessary in order for them to function as executives of a department/performance unit. An important goal here is that the middle managers within the health service shall be proficient in the use of financial

concepts and terms to be able to communicate with the top senior management executives and professional economists in a finance department. To establish a good interactive climate between economists working as advisers as part of the staff (for example in the finance department) and executives as decision-makers in a line-organization will be given special attention. Special attention is given to the matter of ensuring that executives shall develop the necessary skills as regards required planning work at department level within a health organization. Students shall also learn practical skills with regard to formulating a department budget, budget management throughout the budget year followed by a budget evaluation at the end of the budget year.

Compulsory Literature

Busch, Tor, Erik Johnsen og Jan Ole Vanebo. 2009. *Økonomistyring i det offentlige* . 4. utg. Oslo: Universitetsforlaget.

Course Model 5: Project Management

The project management method is increasingly being applied to a number of different situations. Any project from the introduction of new billing routines to the development of large oilfields may apply project management methods and administrative methods. This course module will be focussing on how to plan and execute change processes in the health service by means of a project organization. The participants will learn the possible uses of the project management approach. They will acquire knowledge about planning, management and the practical organization of projects. Special attention is given to success criteria for successful projects and how the project organization can communicate in a good way with the main organization.

Compulsory Literature

Briner, Wendy et al. 2000. *Prosjektledelse*. Oslo: Gyldendal akademisk.