

Subject Description Form

Subject Code	MM561
Subject Title	Health Services Management
Credit Value	3
Level	5
Responsible staff & Department/School	Department of Management and Marketing
Pre-requisite/ Co-requisite/ Exclusion	None
Role and Purposes	<ol style="list-style-type: none"> 1. To develop in students the ability to manage health services delivery in a changing environment; 2. To provide an understanding of improving service provision with effective control over human and other resource utilization.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. have a knowledge and understanding of and be able to synthesize management theories and practices as applied to managerial functions in healthcare care; b. understand conflict and change management skills; c. understand the factors which facilitate or impede effective cross-functional team work; d. understand the similarities and differences in managing healthcare in both private and public sector organizations; e. use management information and health data to enhance decision-making; f. understand the underlying patterns and relationships of factors affecting healthcare in the social-political and economic environments; g. plan, implement and evaluate changes in healthcare.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • Concepts of Health Services Management • Managing Self and Others • Managing Organizational Performance • Managing the Context for Health Services Delivery • Managing Relationships • Managing Change
Teaching/Learning Methodology	<ul style="list-style-type: none"> • Active learning: through lectures and class discussions as well as small group and individual exercises • Blending theory and practice: presenting models and focusing on improved managerial competencies and execution • Sharing experiences and insights: bringing to class real-life cases and learning

	points • Guest speakers from the field will be invited to speak on relevant topics								
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed						
			a.	b.	c.	d.	e.	f.	g.
	Continuous Assessment	50%							
	1. Individual assignments (field work and write up)	15%				√		√	
	2. Group project (written report and presentation)	20%	√	√	√	√	√	√	√
	3. Individual assignments (reflective journal)	15%	√	√	√	√	√	√	
	Examination	50%	√	√	√		√	√	√
	Total	100 %							
<p>To pass this subject, students are required to obtain Grade D or above in both the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> • Read the recommended material; • Discuss the issues brought up in the lectures; • Appreciate the importance of managerial performance in enhancing health services delivery; • Participate in presenting the group’s views on a case situation. <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>									
Student Study Effort Expected	Class contact:								
	▪ Lectures		42 Hrs.						
	Other student study effort:								
	▪ Preparation for lectures		42 Hrs.						
	▪ Preparation for assignment / group project and presentation / examination		84 Hrs.						
	Total student study effort		168 Hrs.						

**Reading List and
References**

Berwick, Donald. M.; A Blanton Godfrey and Jane Roessner. 1990. *Curing Health Care: New Strategies for Quality Improvement*. San Francisco: Jossey-Bass.

Brown, Ray E. 1982. *Judgment in Administration*, Chicago, American College of Hospital Administrators.

Charan, Ram; Stephen Drotter and James Noel. 2001. *The Leadership Pipeline: How to Build the Leadership-Powered Company*. San Francisco: Jossey-Bass.

Drucker, Peter F. 1990. *Managing the Nonprofit Organization: Principles and Practices*. New York: HarperCollins Publishers.

Drucker, Peter F. 2002. *Managing in the Next Society*. New York: St. Martin Press.

Goleman, Daniel; Richard Boyatzis and Annie McKee. 2002. *The New Leaders: Transforming the Art of Leadership into the Science of Results*. London: Little, Brown.

Handy, Charles. 1996. *Beyond Certainty: The Changing Worlds of Organizations*. Boston: Harvard Business School Press.

Hill, Linda A. 1992. *Becoming a Manager: How New Managers Master the Challenges of Leadership*. New York: Penguin Books USA Inc.

Kovner, Anthony R. 1988. *Really Managing: The Work of Effective CEOs in Large Health Organizations*. Chicago: American College of Healthcare Executives.

Lieu, G. 2007. 'Sustaining High Performance and Responsiveness: the Transformation of Hong Kong's Health System', *Asia Pacific Journal of Management*, Vol. 2, No. 2, pp. 11-20.

Yuen, P. P. and Lieu, G. 2003. 'Hospital Governance: An Assessment by Hospital Governing Committee Members and Chief Executives of Hong Kong's Public Hospitals', *Public Administration and Policy*, Vol. 12, No 1, pp. 65-82.