

Course Title	Health Care Strategy				
Course Code	MBAH 300				
Course Type	COMPULSORY FOR THE CONCENTRATION (ELECTIVE)				
Level	MASTER				
Year / Semester	YEAR 2 / SEMESTER 5 or 6				
Teacher's Name	Romana Novakovic/Marios Katsioloudes/Marios Kantaris (team taught course)				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	<p>MBAH 300 introduces important strategic issues across the health care sector from the perspectives of the key stakeholders. It presents current topics from a strategic management perspective, and explains the features of the health care sector that make it different from other private and public sector settings. It explains important concepts and applies analytical tools as to help understand problems in health care. The course also looks at how value can be defined, measured and created for patients and health care organisations. It examines the relationships between the relevant stakeholders in the market. It investigates how the alignment of objectives of medical technology/pharmaceutical companies, health care providers, health care insurers and patients affects the quantity, price, quality and distribution of health care provided. It shows the different ways in which health care is financed, delivered and regulated, and how these features of different health care systems affect management problems of organisations operating in the health sector.</p>				
Learning Outcomes	<p>On completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the healthcare environment by analysing strategic issues facing organisations in the health care sector; 2. Understand the structure of healthcare systems, their financial flows and regulation; 3. Critically evaluate the impacts of the important external (e.g. political, legal, economic and technological) and internal organisational factors affecting health care institutions; 4. Identify challenges of delivery of innovative treatments in healthcare; 5. Provide a framework for understanding a healthcare organization's operating environment; 				

	<p>6. Propose range of strategies to enhance performance of health care organizations aiming to improve health outcomes for patients, reducing costs of treatments and increasing value of the organisation's products/services;</p> <p>7. Analyse contemporary real world examples of the key strategic issues facing a specific healthcare organisation and assess the causes, consequences and potential solutions to the management.</p>		
Prerequisites	ALL COMPULSORY COURSES	Required	
Course Content	<ul style="list-style-type: none"> — Introduction to the healthcare sector — Application of strategic management in healthcare — Understanding organisation of healthcare systems — Managed care and integrated health care delivery systems — Pay for performance in healthcare — The pharmaceutical industry and regulation of medical technologies Information technology in healthcare — Evaluation of cost-effectiveness of health care interventions — Impact of the COVID-19 pandemic on healthcare systems globally 		
Teaching Methodology	<ul style="list-style-type: none"> • Knowledge acquisition from lectures and course slides • Case study group assignments (class discussions) • Individual healthcare project (small group formative assignment): Strategic analysis of a medical technology/pharmaceutical company 		
Bibliography	<p>Essential Reading:</p> <ol style="list-style-type: none"> 1. Swayne, L.E., Duncan W.J., & Ginter, P.M. (2008) Strategic Management of Health Care Organisations. John Wiley & Sons. Chichester, United Kingdom. 2. Harrison, S.J., & Thompson, M.S. (2015) Strategic management of healthcare organizations: a stakeholder management approach. Business Expert Press LLC. New York, United States. 3. Austin, J., Bentkover, J., & Chait, L. (2016). Leading Strategic Change in an Era of Healthcare Transformation. Springer International Publishing. Switzerland. <p>Recommended Reading:</p> <ol style="list-style-type: none"> 1. Ledesma, A., McCulloh, C., Wieck, H., & Yang, M. (n.d.) Health Care Sector Overview. Viewed 05 December 2020. Available from: 		

	<p>https://s3.wp.wsu.edu/uploads/sites/606/2015/02/SectorOverview_H C_Spring2014.pdf</p> <p>2. Blumenthal, D., Fowler, E. J., Abrams, M., & Collins, S. R. (2020). Covid-19 - Implications for the Health Care System. The New England journal of medicine, 383(15), 1483–1488.</p> <p>3. Grabenstatter, K. (2020) Healthcare Provider Strategy for the Post-COVID-19 World. Executive Insights. Viewed 05 December 2020. Available from: https://www.lek.com/insights/ei/healthcare-provider-strategy-post-covid-19-world</p>								
Assessment	<table border="0"> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td>Midterm Exam</td> <td>30%</td> </tr> <tr> <td>Workshops</td> <td>20%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table>	Participation	10%	Midterm Exam	30%	Workshops	20%	Final Exam	40%
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Language	English								