

# Ministry of Higher Education and Scientific Research

## Sirte University



## Economy Faculty

## Business Administration Department

# Study Plan for Master of Health Management

Prepared by:

Dr. Mohammed Dabnoon



UNIVERSITY  
OF WEST  
BOHEMIA



UNIVERSITÀ  
DI PAVIA



# Master of Health Management

**Degree Name:**

Master of Health Management

**Program overview:**

The Department of Health Management is established to facilitate the Libyan health care system with leaders and well-trained decision makers in the field of health care. The department courses focus on different administrative health issues such as Introduction to Health Economics for Healthcare Management, Healthcare Economics, Healthcare Management, Human Resources in Healthcare, Health Law and Ethics, Total Quality Management (TQM) and other issues in order to ensure that health care is delivered to the population effectively and solve health issues in the community using the appropriate and scientific approach.

In accordance with the continuous improvements of the Libyan health care system, the department programs and curricula were up-to-date to cope with the demand of health care and to cope with the various health services required by the society. The department programs were updated to ensure that students are equipped with better knowledge in the field of health and hospital administration which lead to better services to the population. It is the intent of department to provide health care facilities, in both public and private sectors, such hospitals, health centers and other health institution with well-trained and educated health care leaders and decision makers.

**Vision**

To be a leading department in the region that produces graduate and qualified leaders in the area of health and hospital administration who can make appropriate health decision making in solving health care issues and problems

**Mission**

To facilitate health care institutions, in both public and private sectors, with qualified health decision makers who can conduct scientific research and contribute to meet health needs of the population.

**Objectives**

The general objective of the department is to prepare qualified and scientifically trained administrators to organize and manage the rapidly expanding national health services in Libya.

**Program Description:**

Study Plan

## Study Plan (Master of Health Management)

### Program Structure and Organisation

#### Program Structure

Course Code	Course Title	Prerequisite	Credit Hours
<b>Core Courses</b>			
HCM500	Introduction to Health Economics for Healthcare Management	None	3
HCM501	Healthcare Economics	None	3
HCM502	Healthcare Management	None	3
HCM503	Human Resources Management in Healthcare	501 / 502	3
HCM564	Business Development	501 / 502	3
HCM570	Telemedicine	501/502	3
HCM 563	Performance Management	502 / 564	3
HCM505	Research Methodology in Health Management	None	3
HCM520	Total Quality Management in Health	502 / 563	3
HCM550	Healthcare Policy Analysis and Development	502 / 570	3
HCM600	Research Project	505	3
<b>Elective Courses</b>			
HCM515	Health Law and Ethics	502 / 503	3
HCM506	Applied Biostatistics in Healthcare Administration	501 /502	
<b>Total</b>			<b>36</b>

#### Program Structure by Semesters

Course Code	Course Title	Prerequisite	Credit Hours
<b>Core Courses</b>			
<b>Semester 1</b>			
HCM500	Introduction to Health Economics for Healthcare Management	None	3
HCM501	Healthcare Economics	None	3
HCM502	Healthcare Management	None	3
<b>Total</b>			<b>9</b>
<b>Semester 2</b>			
HCM503	Human Resources Management in Healthcare	501 / 502	3
HCM564	Business Development	501 / 502	3
HCM570	Telemedicine	501 / 502	3
<b>Total</b>			<b>9</b>
<b>Semester 3</b>			
HCM 563	Performance Management	502/ 564	3

HCM520	Total Quality Management in Health	502 / 563	3
HCM505	Research Methodology in Health Management		3
<b>Total</b>			<b>9</b>
<b>Semester 4</b>			
HCM550	Healthcare Policy Analysis and Development	502 / 570	3
HCM600	Research Project	505	3
<b>Total</b>			<b>6</b>
<b>Elective Courses</b>			
<b>The student should choose one from the following two courses</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Prerequisite</b>	<b>Semester</b>
HCM515	Health Law and Ethics	502/503	Semester 1
HCM506	Applied Biostatistics in Healthcare Administration	501/502	Semester 4
<b>Program Total Credit Hours</b>			<b>36</b>

## Course Descriptions

### Introduction to Health Economics for Healthcare (HCM 500)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name:</b>	<b>Introduction to Health Economics for Healthcare</b>	<b>Course Code:</b>	HCM 500	
<b>Credit Hours:</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 4	<b>Prerequisite</b>		

#### **Course Description:**

This module introduces key economic concepts in relation to healthcare. It promotes an understanding of the essential economic principles and their application in health. The module starts by considering the healthcare market and the cost of delivering healthcare. The module then moved on to consider the healthcare sector performance and redesign

#### **Course Learning Outcomes:**

1. Demonstrate their understanding of the basic economic concepts and their application to healthcare
2. Analyze the economic approach to resource allocation in the health sector
3. Discuss specific features that distinguish demands and supply for health care from demand and supply for other goods and services

**Major Course Topics:**

1. Terms and definitions in health economics, including scarcity, opportunity cost, efficiency and equity
2. Demand and supply in healthcare
3. Cost of delivering health services
4. Basic market models and the markets for healthcare services
5. Market failure and government
6. Allocative efficiency and priority setting in healthcare
7. Performance of the healthcare sector
8. Economic tools in the analysis of the market for healthcare
9. Economics for health sector reform

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input type="checkbox"/>	<input checked="" type="checkbox"/> Quizzes	<input type="checkbox"/>	<input checked="" type="checkbox"/> Assignments	<input type="checkbox"/>
	<input checked="" type="checkbox"/> Final Exam	<input type="checkbox"/>	<input checked="" type="checkbox"/> Project	<input type="checkbox"/>	<input type="checkbox"/> Lab Work	<input type="checkbox"/>

**Text Book:**
**Reference Book (s):**
**Health Economics (HCM501)**

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	Health Economics	<b>Course Code:</b>	HCM501	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 3	<b>Prerequisite</b>		

**Course Description:**

In this course, students receive practical knowledge about and apply economic theories and principles to understanding healthcare economic issues and problems related to the amount, organization, and distribution of healthcare resources. Students will learn and apply economic principles such as supply and demand, economic theories, resources allocation, competitive markets, market evaluation methods, and cost effectiveness analysis related to making choices about and understanding the consequences of resource scarcity in the healthcare industry.

**Course Learning Outcomes:**

1. Outline the Libyan healthcare economy challenges for the future, and application to practice.
2. State Libyan healthcare economics, theories, models, measures, and tools that influence industry success.
3. Appraise economic implications of expenditure and cost control.
4. Analyze economic metrics of evaluating and managing risk and the impact of health insurance.
5. Evaluate the demand for healthcare and necessary supply of services, workforce, value

**Major Course Topics:**

1. Considering Healthcare Economics
2. The Traditional Competitive Module
3. Evaluating and Managing Risk
4. Demand for Health, Insurance, and Services
5. Considerations of Demand
6. Healthcare Supply Competition
7. The Profit Motive in Healthcare
8. The Healthcare Workforce
9. Expatriate Considerations
10. Equity and Justice
11. Healthcare Expenditures
12. Economic Evaluation in Healthcare
13. Healthcare Systems in Libya
14. Libya's Future Healthcare Challenges, Vision 2030, and Beyond

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments	
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work	
<b>Text Book:</b>	Lee, R. H. (2019). Economics for healthcare managers (4th ed.). Health Administration Press. ISBN: 9781640550483			
<b>Reference Book (s):</b>	PricewaterhouseCoopers LLP. (2015). Behind the numbers, 2015. Retrieved from <a href="http://www.pwc.com/us/en/health-industries/behind-the-numbers/index.jhtml">http://www.pwc.com/us/en/health-industries/behind-the-numbers/index.jhtml</a>			

**Healthcare Management (HCM 502)**

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name:</b>	Healthcare Management	<b>Course Code:</b>	HCM502	
<b>Credit Hours:</b>	3 Credit Hours	<b>Contact Hours:</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	

Course Level	Level 1	Prerequisite															
<p><b>Course Description:</b>            This course provides a foundation in Healthcare Management. It will give an introduction to the principles of management and leadership as the foundations for the administration of health care products and service delivery. The evolution of management principles and practices are traced and the bases for health care administration are analysed. The courses will emphasis on the management of global health care systems in technological societies and the need for innovation and creativity in health care administration. The student will learn the roles of a manager in healthcare organizations, models and styles of leadership, theories of motivation and motivational strategies, strategic planning, outcome monitoring and control, healthcare marketing, quality improvement basics, financing healthcare, managing healthcare professionals and human resources, team work, and fraud and abuse of the healthcare system.</p>																	
<p><b>Course Learning Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Describe the leadership abilities and groups &amp; team building skills in healthcare administration</li> <li>2. Recognize the different approaches and management which transforming the healthcare administration landscape in Libya</li> <li>3. Illustrate the role of effective communication practices and key functions of human resources in healthcare administration</li> <li>4. Explain various problem arising in healthcare field related to change, innovation, marketing and consumerism in Libya</li> <li>5. Evaluate strategic assessment &amp; planning and its effectiveness &amp; efficiency in Libyan healthcare organizations</li> </ol>																	
<p>Major Course Topics:</p> <table border="1" data-bbox="167 1283 1466 1818"> <tbody> <tr><td>1. Essential Components of the Healthcare Industry in Libya</td></tr> <tr><td>2. Healthcare Organization Structures in Libya</td></tr> <tr><td>3. Healthcare Organization Departments, Groups &amp; Teams</td></tr> <tr><td>4. Corporate Culture in Libya</td></tr> <tr><td>5. Corporate and Regulatory Internal Compliance for Facilities</td></tr> <tr><td>6. Leadership &amp; Management</td></tr> <tr><td>7. Marketing &amp; Consumerism in Libya</td></tr> <tr><td>8. Human Resources</td></tr> <tr><td>9. Strategic Assessment and Planning in Libya</td></tr> <tr><td>10. Productivity, Prioritization and Problem Solving in Libya</td></tr> <tr><td>11. Goal Setting, Clarity and Communication in Libyan Healthcare Organizations</td></tr> <tr><td>12. Change, Motivation and Innovation</td></tr> <tr><td>13. Effectiveness and Efficiency in Libyan Healthcare Organizations</td></tr> <tr><td>14. Managing the Evolution of Healthcare in Libya</td></tr> </tbody> </table>				1. Essential Components of the Healthcare Industry in Libya	2. Healthcare Organization Structures in Libya	3. Healthcare Organization Departments, Groups & Teams	4. Corporate Culture in Libya	5. Corporate and Regulatory Internal Compliance for Facilities	6. Leadership & Management	7. Marketing & Consumerism in Libya	8. Human Resources	9. Strategic Assessment and Planning in Libya	10. Productivity, Prioritization and Problem Solving in Libya	11. Goal Setting, Clarity and Communication in Libyan Healthcare Organizations	12. Change, Motivation and Innovation	13. Effectiveness and Efficiency in Libyan Healthcare Organizations	14. Managing the Evolution of Healthcare in Libya
1. Essential Components of the Healthcare Industry in Libya																	
2. Healthcare Organization Structures in Libya																	
3. Healthcare Organization Departments, Groups & Teams																	
4. Corporate Culture in Libya																	
5. Corporate and Regulatory Internal Compliance for Facilities																	
6. Leadership & Management																	
7. Marketing & Consumerism in Libya																	
8. Human Resources																	
9. Strategic Assessment and Planning in Libya																	
10. Productivity, Prioritization and Problem Solving in Libya																	
11. Goal Setting, Clarity and Communication in Libyan Healthcare Organizations																	
12. Change, Motivation and Innovation																	
13. Effectiveness and Efficiency in Libyan Healthcare Organizations																	
14. Managing the Evolution of Healthcare in Libya																	
<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments														

	<input checked="" type="checkbox"/> <b>Final Exam</b>	<input checked="" type="checkbox"/> <b>Project</b>	<input type="checkbox"/> <b>Lab Work</b>	
<b>Text Book:</b>	Olden, P. (2019) Principles of Healthcare Administration (3ed Edition) Health Administration Press. ISBN: 9781640550438			
<b>Reference Book (s):</b>	Buchbinder SB, Nancy H. Shanks & Buchbunder D (2013) Cases in Health Care Management Jones & Bartlett Learning			

### Human Resources Management in Healthcare (HCM 503)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	Human Resources Management in Healthcare	<b>Course Code:</b>	HCM503	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> <b>Arabic</b>		<input checked="" type="checkbox"/> <b>English</b>	
<b>Course Level</b>	Level 1	<b>Prerequisite</b>	HCM 502	

#### **Course Description:**

This course focuses on the application of theory to develop the knowledge and skills needed to effectively manage individuals and groups in health care organizations. Topics include human behaviour, human resource management and labour relation policies. This course serves as an introduction to organizational behaviour and human resource management in healthcare, examining organizational theory, change, and leadership. Students will learn the processes and practices involved in these areas: management of individuals and teams, change and conflict management, human resource strategy, human resources and workforce management, training and development, performance appraisals, compensation, retention, and human resource systems effectiveness.

#### **Course learning outcomes:**

1. Describe theories and practices of management that help in identifying conflict & change management, organizational culture and dynamics
2. Recognize key challenges for healthcare settings with regard to organizational improvement, development, and leadership.
3. Assess performance management system implementation and its effect on quality of healthcare
4. Analyze the role of developing & training employees and how maximizing human resources skills in order to promote organizational effectiveness
5. Evaluate the applications, risks, and benefits of performance management systems in healthcare organizations.

#### **Major Course Topics:**

- |   |
|---|
| 1. Introduction to Human Resources Management in Health |
|---|



2. Organizational Theory and Performance Management				
3. Leadership: Theory and Practice				
4. Managing Healthcare Teams				
5. Defining and Measuring Performance				
6. Change and Conflict Management				
7. Appraisals for Performance Management				
8. Coaching for Performance Management				
9. Rewarding through Performance Management				
10. Effective Communication for Performance Management				
11. Performance Management System Implementation				
12. Developing and Training Employees and Maximizing Human Resources				
13. Performance Management and Strategy				
14. Internal and External Environments and Strategic Healthcare Human Resources				
<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments	
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work	
<b>Text Book:</b>	1. Borkowski, N. & Meese, K. (2020). Organizational behavior in health care (4th ed.). Jones & Bartlett Learning. ISBN: 978-1284183245. 2. Aguinis, H. (2019). Performance management (4th ed.). Chicago Business Press. ISBN: 9780998814087.			
<b>Reference Book (s):</b>	1. List Essential References Materials (Journals, Reports, etc.) <b>Course Modules for Weeks 1-14</b> 2. List Recommended Textbooks and Reference Material (Journals, Reports, etc) 3. List Electronic Materials (eg. Web Sites, Social Media, Blackboard, etc.) <b>The course is delivered via Blackboard. The live classes are delivered via Blackboard Collaboration.</b> 4. Other learning material such as computer-based programs/CD, professional standards or regulations and software.			

### Business Development (HCM 564)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name:</b>	Business Development	<b>Course Code:</b>	HCM 564	
<b>Credit Hours:</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 4	<b>Prerequisite</b>	HCM 502	

### Course Description:

Business development identifies the triggering events leading to the need to expand the organisation business beyond its current boundaries. The course will introduce students to tools and techniques to develop their facilitation skills. To become a successful BD professional requires ability to build consensus among varied stakeholders of different function of the organisation (sales, marketing, finance, senior management and operations). Students will learn different business analysis tools and techniques such as SWOT, competitive force analysis, Product/Market Matrix, etc... Case studies will be discussed among the students to promote effective participation and strengthen comprehension

### Course learning outcomes:

1. Understand product development and distribution,
2. Determine how to create a high-impact marketing strategy
3. Identify effective product pricing.
4. Develop the skills, knowledge and confidence needed to pen a professional business plan,

### Major Course Topics:

1. Business Development (BD) definition and benefits
2. BD position in the organisation
3. Development of BD Basic questions
4. Introduction to sales and marketing process
5. Functional roles distribution – team work
6. Business analysis
7. Introduction to facilitation (sticky wall, divergence and convergence tools)
8. Business analysis tools
9. Business models definition and analysis
10. Sales ecosystem
11. Introduction to case study
12. Synthesis of what we learned
13. Case study application

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work
<b>Text Book:</b>	Scott Pollack, (2018) What, Exactly, Is Business Development?		
<b>Reference Book (s):</b>	<u>Donald Miller</u> (2021) Business Made Simple 60 Days to Master Leadership, Sales, Marketing, Execution, Management, Personal Productivity and More  John E. Triantis, (2018) Project Finance for Business Development,		

### Telemedicine (HCM 570)

<b>College</b>	Economic Faculty	<b>Department</b>	Business Administration
----------------	------------------	-------------------	-------------------------

<b>Course Name:</b>	<b>Telemedicine</b>	<b>Course Code:</b>	HCM 570
<b>Credit Hours:</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours
<b>Teaching Language</b>	<input type="checkbox"/> Arabic	<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 4	<b>Prerequisite</b>	HCM 500/501

**Course Description:**

Describes and analyses the role of information and communications technologies in enabling remote patient care, health professional collaboration at a distance, and in supporting patient-self management. This is considered with reference to technological, clinical, sociological and policy perspectives. Non-communicable diseases and global health challenges are core themes

**Course Learning Outcomes:**

1. Recognize the main applications of telemedicine and telehealth and how these have evolved over time
2. Understand the key policy drivers for telemedicine, and the challenges of supporting distributed populations in lower income settings
3. Describe and explain a range of use cases, such as remote monitoring of non-communicable diseases, home based and mobile self-management tools, hospital-at-home and remote diagnostics.
4. Understand the often complex legal, regulatory, accountability and reimbursement issues surrounding telehealth and recognize the value of understanding users and contexts for effective telehealth design, and how to achieve this
5. Identify and address a range of sociotechnical factors that influence the success or failure of implementation projects and understand and apply principles and methods of evaluation to telehealth projects

**Major Course Topics:**

1. Introduction to Telemedicine and Telehealth
2. Telehealth in the Home
3. Smart housing and communities
4. Telemedicine for health professionals
5. Telehealth in the Developing World
6. Human and sociotechnical factors
7. Ethical and legal challenges
8. Evaluation of telemedicine systems
9. Future Trends in Telemedicine

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work
<b>Text Book:</b>	Wootton & Bonnardot (2010) In what circumstances is telemedicine appropriate in the developing world? JRSM Short Rep. 2010 October; 1(5): 37. 10.1258/shorts.2010.010045		

<b>Reference Book (s):</b>	<p>McLean, Pagliari et al (2013) The Impact of Telehealthcare on the Quality and Safety of Care: A Systematic Overview. PLoS One. 2013; 8(8): e71238. <a href="https://doi.org/10.1371/journal.pone.0071238">10.1371/journal.pone.0071238</a></p> <p>Reeder, Demeris et al (2013) Framing the evidence for health smart homes and home-based consumer health technologies as a public health intervention for independent aging: A systematic review. IJMI 82, 565-579 <a href="http://dx.doi.org/10.1016/j.ijmedinf.2013.03.007">http://dx.doi.org/10.1016/j.ijmedinf.2013.03.007</a></p> <p>Steventon et al. (2012) Effect of telehealth on use of secondary care and mortality: findings from the Whole System Demonstrator cluster randomised trial. BMJ 344. <a href="http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3381047/">http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3381047/</a></p>
----------------------------	---

### Performance Management (HCM 563)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	<b>Performance Management</b>	<b>Course Code:</b>	HCM 563	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 2	<b>Prerequisite</b>	HCM 502	

**Course Description:**

This course aims to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution. Students will therefore obtain a basic understanding about the critical aspects, when developing a performance management & measurement system. Topics include the control function of management, Management control alternatives and their effects, Financial results control systems, Performance measurement issues and their effects, Performance measurement and the balanced scorecard, Strategy maps, Creating performance measures.

**Course learning outcomes:**

1. Understand the importance of Performance Management in business
2. Measure the level of strategy implementation towards results of a company or institution. Understand the critical aspects, when developing a performance management & measurement system. The focus will especially be driven on the
3. Determining technique of the balanced scorecard (BSC), which combines financial and non-financial ratios to an integrated framework of strategic leadership and controlling.

**Major Course Topics:**

- |                                       |
|---------------------------------------|
| 1. The control function of management |
|---------------------------------------|

	2. Management control alternatives and their effects
	3. Financial results control systems
	4. Performance measurement issues and their effects
	5. Performance measurement and the balanced scorecard
	6. Strategy maps
	7. Creating performance measures
<b>Grading:</b>	<input checked="" type="checkbox"/> <b>Mid-Term Exams</b>
	<input checked="" type="checkbox"/> <b>Quizzes</b>
	<input checked="" type="checkbox"/> <b>Assignments</b>
	<input checked="" type="checkbox"/> <b>Final Exam</b>
	<input checked="" type="checkbox"/> <b>Project</b>
	<input type="checkbox"/> <b>Lab Work</b>
<b>Text Book:</b>	<p>Merchant, A. K. &amp; Van der Stede, W. A., Management Control Systems: Performance Measurement, Evaluation and Incentives, Second Edition, Pearson Education Limited, 2007, (Chapters 1 – 12) ISBN: 978-0-273-70801-8 [Book # 1]</p> <p>Niven, P. R., Balanced Scorecard Step by Step: Maximizing Performance and Maintaining Results, John Wiley and Sons, 2002, (Chapters 1 – 6) ISBN: 978-0-471-07872-2 [Book # 2]</p>
<b>Reference Book (s):</b>	<p>Bititci, U. S., Turner, T., &amp; Begemann, C., Dynamics of Performance Measurement Systems, International Journal of Operations &amp; Production Management, 20 (6), 2000, 692– 704. <a href="http://kula.student.usp.ac.fj/class-shares/AF307/Slides/Performance%20management%20systems.pdf">http://kula.student.usp.ac.fj/class-shares/AF307/Slides/Performance%20management%20systems.pdf</a></p>

### Research Methodology in Health Management (HCM 505)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	<b>Research Methodology in Health Management</b>	<b>Course Code:</b>	<b>HCM - 505</b>	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 1	<b>Prerequisite</b>	None	

#### Course Description:

This course will provide the students with the basics of research and a broad introduction to the methodological foundations and tools to make research. The course covers the basics of research methodology for graduate level students and introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use theoretical aspects to begin to critically review literature relevant to their field of interests. Students will learn how to identify problems to study, develop hypotheses and research questions, specify independent and dependent variables, check for the

validity and reliability of studies and design research projects. They will be exposed to a broad range of designs used in their researches from laboratory and field experiments, surveys, content analysis, focus groups and in-depth interviewing

**Course Learning Outcomes:**

1. Describe the use of statistical software and other tools in data analysis for contrast, compare methods of collecting and analyzing data.
2. Define the research process and its importance to furthering knowledge in the field of healthcare management.
3. Explain the range of qualitative, quantitative, and mixed methods research methodologies available, including their strengths and limitations.
4. Illustrate a research proposal addressing a healthcare problem.
5. Evaluate ethical research practices and principles in healthcare research.

**Major Course Topics:**

1. Introduction to Healthcare Research
2. Planning and Preparing for Research
3. Reviewing Literature and Proper Citation
4. Quantitative Study Approaches: Observational Studies
5. Experimental Studies and Correlational Studies
6. Qualitative and Mixed Methods Research Methodologies
7. Ethical Considerations
8. Designing the Study
9. Collecting Primary Data
10. Secondary and Tertiary Data
11. Managing and Analysing Data
12. Software and Other Tools Used in Healthcare Research
13. Article Structure
14. Disseminating Research

<b>Grading:</b>	<input checked="" type="checkbox"/> <b>Mid-Term Exams</b>	<input checked="" type="checkbox"/> <b>Quizzes</b>	<input checked="" type="checkbox"/> <b>Assignments</b>
	<input checked="" type="checkbox"/> <b>Final Exam</b>	<input checked="" type="checkbox"/> <b>Project</b>	<input type="checkbox"/> <b>Lab Work</b>
<b>Text Book:</b>	Kathryn H. Jacobsen (2020) Introduction to Health Research Methods (3ed ed) Jones & Bartlett Publishers. ISBN: 9781284197563		
<b>Reference Book (s):</b>	Karen (Kay) M. Perrin(2014) Principles Of Evaluation And Research For Health Care Programs Jones & Bartlett Publishers, Julius Sim (2013)Research in Health Care: Designs and Methods Nelson Thornes Ltd. ISBN 13: 9780748737185		

### Total Quality Management in Health (HCM 520)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	<b>Total Quality Management in Health</b>	<b>Course Code:</b>	HCM520	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 3	<b>Prerequisite</b>	HCM 502	

#### Course Description:

This course introduces students to the concepts, tools, and techniques used in Total Quality Management, quality cultures, effective team structures, measurement of quality, productivity, and competitiveness in an industrial environment. The course not only introduces students to the concepts of quality assurance and quality control, but also connects leadership, supplier-customer relationships, employee engagement, data collection and analysis, productivity, statistical process control, and other topics to quality and customer satisfaction. Students gain practical experience in decision-making and basic troubleshooting techniques in relation to quality.

#### Course Learning Outcomes:

1. Define quality and discuss obstacles of quality management.
2. Recognize the Principles of Total Quality Management.
3. Recognize the role of attitudes, beliefs, behaviors, and ethics in what we know and what we do.
4. Differentiate between internal and external customers and the impact of perceptions on the organization.
5. Utilize communication effectively with customers and co-workers to foster positive relationships.
6. Use the six-step problem-solving model to address difficult customer situations.
7. Comprehend the impact of engagement and motivation on quality.
8. Define quality assurance and quality control and describe the consequences of poor quality management.
9. Explain error tolerances and rationalize the impact of over-control and under-control and standard operating procedures.
10. Discuss key elements of quality improvement strategies using PDCA and Lean tools.
11. Interpret and understand inspection requirements, certificates of compliance, and other means of quality verification.
12. Understand the purpose and fundamentals of the auditing process and comprehend traceability and chain of custody advantages and disadvantages.
13. Recognize the impact of documentation, reporting, inspecting, and auditing in product liability and costs to the individual and company.
14. Develop and use common charting methods for problem solving and data collection.



<b>Major Course Topics:</b>					
1. Introduction to quality					
2. Quality leadership					
3. Customer satisfaction					
4. Employee involvement					
5. Behaviour and communications in teams					
6. Quality control management					
7. Supplier partnerships					
8. Quality and performance measurement					
9. Quality tools and techniques					
10. Quality management systems					
11. Quality by design					
12. Charting for quality					
<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams		<input checked="" type="checkbox"/> Quizzes		<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam		<input checked="" type="checkbox"/> Project		<input type="checkbox"/> Lab Work
<b>Text Book:</b>	TQM and HRM : The Human Side to Quality, by Emerald Insight Staff, ISBN 9781846633034, Date of Publication 2003				
	Modern Approach to Operations Management, by Roy, Ram Naresh, ISBN 9788122423365, Date of Publication 2005				
<b>Reference Book (s):</b>	Managing Quality (5th Edition), by Dale, Barrie G., van der Wiele, Ton Van Iwaarden, Jos, ISBN 9781118762172, Date of Publication 2013				

### Healthcare Policy Analysis and Development (HCM 550)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name:</b>	Healthcare Policy Analysis and Development	<b>Course Code:</b>	HCM550	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 3	<b>Prerequisite</b>	HCM 502	

**Course Description:**

This course introduces and examines methods for assuring quality in policy, process, and outcome management, as well as the significance and statistical application of measuring outcomes. The healthcare policies and changing trends are identified and analyzed.



**Course learning outcomes:**

1. Define the important concepts, theories, laws, literature that impact public opinion and policy within the healthcare environment.
2. Outline the health policy process at both the state and national levels in areas associated with research, funding, and delivery.
3. Analyze the healthcare policy and politics in the United States, Canada, and the European Union.
4. Evaluate the political dimensions of an area of national healthcare policy and project its impact over the next five years.

**Major Course Topics:**

- |  |
|--|
| 1. Understanding Global Health Policy  |
| 2. Contemporary Global Health Governance: Origins, Functions and Challenges        |
| 3. Measuring the World's Health  |
| 4. Kingdom of Libya Health Policy  |
| 5. Politics of Global Health Policy  |
| 6. Ethical Reflections and Economic Perspectives                                   |
| 7. Policy Responses to Neglected Diseases and Essential Health Commodities         |
| 8. Social Determinants of Health   |
| 9. Pros and Cons of Securitizing Global Health                                     |
| 10. The Changing Humanitarian Sector   |
| 11. Understanding Vision 2030, Global Financing, and Social Determinants of Health |
| 12. Health Systems and Delivery in the Kingdom of Libya                            |
| 13. Global Health Partnerships   |
| 14. Future Trends in Libya Healthcare in contrast with Globalization Efforts       |

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input type="checkbox"/>	<input checked="" type="checkbox"/> Quizzes	<input type="checkbox"/>	<input checked="" type="checkbox"/> Assignments	<input type="checkbox"/>
	<input checked="" type="checkbox"/> Final Exam	<input type="checkbox"/>	<input checked="" type="checkbox"/> Project	<input type="checkbox"/>	<input type="checkbox"/> Lab Work	<input type="checkbox"/>
<b>Text Book:</b>	Blank, R., Burau, V., & Kuhlmann, E. (Eds.). (2017). <i>Comparative health policy</i> (5th ed.). Palgrave. ISBN: 9781137544957					
<b>Reference Book (s):</b>	<p>Rocheftort, D. A. (2014). The rhetoric of "crisis" and implementing the Affordable Care Act. <i>Harvard Health Policy Review</i>, 16(1), 5-10.</p> <p>Thieme Sanford, S. (2014). Mind the gap: Basic health along the ACA's coverage continuum. <i>Journal of Health Care Law &amp; Policy</i>, 17(1), 101-127.</p>					

**Research Project (HCM600)**

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	Research Project	<b>Course Code:</b>	HCM 600	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	

<b>Teaching Language</b>		<input type="checkbox"/> Arabic	<input checked="" type="checkbox"/> English
<b>Course Level</b>	Level 4	<b>Prerequisite</b>	HCM 505
<b>Course Description:</b> The purpose of this course is to make a research project under the supervision of a faculty member. The goal is to provide students with hands-on research experience through completing a research project starting with hypothesis development (if applicable), literature searching, experimental design, data collection, and analysis and interpretation. Then they will write up the research and its findings according to an established template.			
<b>Course Learning Outcomes:</b> 1. Describe nature and importance of the research process, concepts of research and its methodologies, appropriate research problem and its parameters, Differentiate between data collection methods and techniques Recognize the importance of research. 2. Define different approaches of research for research proposal. 3. Use a questionnaire and other data collection tools, analyse the collected data using statistical programs as SPSS 4. Analyse scientific research effectively, critical thinking methods in solving scientific research problems following all ethical principles of research 5. Evaluate research results responsibly, critically and objectively.			
<b>Major Course Topics:</b> Student will choose a topic from healthcare field. Find out the gaps in that area and how to fulfil those gaps.			
<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work
<b>Text Book:</b>			
<b>Reference Book (s):</b>			

### Health Law and Ethics (HCM 515)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name</b>	Health Law And Ethics	<b>Course Code:</b>	HCM 515	
<b>Credit Hours</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic	<input checked="" type="checkbox"/> English		
<b>Course Level</b>	Level 2	<b>Prerequisite</b>	HCM 502	

**Course Description:**

This course explores the legal and ethical challenges inherent in the administration of healthcare services. Topics include governmental regulation of healthcare false claims, fraud and abuse, antitrust compliance and litigation, informed consent, principals and legal basis for hospital governance and healthcare malpractice insurance.

**Course learning outcomes:**

1. Describe the structure and development of health law and ethics.
2. Recognize the impacts of legal and regulatory environments on healthcare organizations.
3. Compare basic ethical theories and perspectives.
4. Analyze various health laws and standards that affect health care administrators and managers.
5. Evaluate ethical principles in the solution of a personal leadership and organizational dilemma or challenge.

**Major Course Topics:**

1. Influence of Ethical Principles on Health Law
2. Structure and Development of Health Law
3. Governance Structures and Internal Regulation
4. Healthcare Organizations
5. Governmental Regulation in Public Healthcare
6. Private Healthcare
7. Standards and Regulations for Healthcare Administrators
8. Fraud and Abuse
9. Ethical Implications of Medical Privacy
10. Legal and Ethical Obligations to Provide Care
11. Tort Law and Medical Malpractice
12. Informed Consent and Research
13. Legal and Ethical Challenges of Cost Containment and Healthcare Reform
14. Future of Health Law

<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams	<input checked="" type="checkbox"/> Quizzes	<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Lab Work
<b>Text Book:</b>	Pinto, A. D., & Upshur, R. E. (2013). An Introduction to Global Health Ethics. Routledge (1 <sup>st</sup> ed). ISBN: 978041568183		
<b>Reference Book (s):</b>	Alkabba, A. F., Hussein, G. M. A., Albar, A. A., Bahnassy, A. A., & Qadi, M. (2012). The major medical ethical challenges facing the public and healthcare providers in Saudi Arabia. <i>Journal of Family and Community Medicine</i> , 19(1), 1-6. Retrieved from <a href="http://www.jfcmonline.com/article.asp?issn=2230-8229;year=2012;volume=19;issue=1;spage=1;epage=6;aulast=Alkabba">http://www.jfcmonline.com/article.asp?issn=2230-8229;year=2012;volume=19;issue=1;spage=1;epage=6;aulast=Alkabba</a>		

### Applied Biostatistics in Healthcare Administration (HCM 506)

<b>College</b>	Economic Faculty		<b>Department</b>	Business Administration
<b>Course Name:</b>	Applied Biostatics in Healthcare Administration	<b>Course Code:</b>	HCM506	
<b>Credit Hours:</b>	3 Credit Hours	<b>Contact Hours</b>	3 Hours	
<b>Teaching Language</b>	<input type="checkbox"/> Arabic		<input checked="" type="checkbox"/> English	
<b>Course Level</b>	Level 2	<b>Prerequisite</b>	HCM505	

**Course Description:**

This course provides an introduction to important topics in biostatistician concepts and reasoning. It also represents an introduction to basic concepts covering study designs and sample size computation. Students will be introduced how to apply basic theoretical concepts of biostatistics in health science, epidemiology, and public health. Knowledge about measurement scales, types of variables and data along with various statistical methods for summarizing and presenting different types of data will be provided. The concept of probability with its applications in epidemiology and public health will be introduced. The course concludes with a moderate level presentation of important probability distributions applied commonly in epidemiology and public health. The whole program will be delivered in an application oriented way by giving more weight age for problem solving.

**Course learning outcomes:**

1. Write data from a population sample and create reports for use in healthcare administration.
2. Define the concepts and frameworks and different research methods used in biostatistics related to healthcare administration
3. Explain the role of biostatistics in assessing the development, progression of various problem, risk factors among population, different methods of data visualization
4. Evaluate data and draw appropriate inferences by applying a variety of analytical tools.

**Major Course Topics:**

- |  |
|--|
| 1. Introduction to Biostatistics                             |
| 2. Study Designs   |
| 3. Quantifying the Prevalence and Incidence of Disease       |
| 4. Summarizing Data Collected in a Defined Population Sample |
| 5. The Role of Probability                                   |
| 6. Confidence Interval Estimates                             |
| 7. Hypothesis Testing Procedures                             |
| 8. Power and Sample Size Determination                       |
| 9. Multivariable Methods                                     |

10. Nonparametric Tests					
11. Distribution-Free Methods					
12. Survival Analysis					
13. Survival Analysis with R Statistics					
14. Data Visualization					
<b>Grading:</b>	<input checked="" type="checkbox"/> Mid-Term Exams		<input checked="" type="checkbox"/> Quizzes		<input checked="" type="checkbox"/> Assignments
	<input checked="" type="checkbox"/> Final Exam		<input checked="" type="checkbox"/> Project		<input type="checkbox"/> Lab Work
<b>Text Book:</b>	Sullivan, L. M. (2018) Essentials of Biostatistics in Public Health. Jones & Bartlett Learning (3ed ed). ISBN: 9781284108194 Dalgaard, P. (2008) Introductory Statistics with R. Springer (2ed ed). ISBN: 9780387790534				
<b>Reference Book (s):</b>	Susan K. Grove (2007) Statistics for Health Care Research. Elsevier Science Health Science Division				

**Prepared by:**

**Course Leader: Dr. Mohammed Dabnoon**

**Partners:**

