

	UČNI NAČRT PREDMETA/COURSE SYLLABUS
Predmet	Menedžment v zdravstvu
Course title	Management in Health

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Fizioterapija / 2. stopnja	Ni smeri študija	2. letnik	3.
Physiotherapy / 2 nd Cycle	No study field	2 nd year	3 rd

Vrsta predmeta/Course type izbirni/elective

Univerzitetna koda predmeta/University course code 2_FTH_1_UN8

Predavanja	Seminar	Sem. vaje	Lab. vaje	Teren. vaje	Samost. delo	ECTS
Lectures	Seminar	Tutorial	Laboratory work	Field work	Individ. work	
25		30			155	7

Nosilec predmeta/Lecturer: doc. dr. Milena Kramar Zupan

Jeziki/ Languages:	Predavanja/Lectures:	slovenski/Slovenian
	Vaje/Tutorial:	slovenski/Slovenian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

- Vpis v drugi letnik študijskega programa.
- Študent mora pred izpitom pripraviti in predstaviti ter zagovarjati projektno/raziskovalno nalogo.

Prerequisites:

- A prerequisite for inclusion is enrolment in the second year of study.
- Student has to prepare, present and defend a project/research paper before the exam.

Vsebina:

- *Osnove menedžmenta in organizacije:* opredelitev problematike in temeljnih pojmov, spreminjanje paradigme menedžmenta s posebnim poudarkom na zdravstvenem sistemu.
- *Kompleksnost organiziranja zdravstva in menedžment:* oblike in vsebine kompleksnosti, okolje zdravstvenega sistema, urejanje zadev in odločanje v kompleksnosti.
- *Snovanje in načrtovanje v zdravstvenih organizacijah in v zdravstvenem sistemu:* modeli načrtovanja, strateško načrtovanje in analiziranje.

Content (Syllabus outline):

- *Fundamentals of management and organisation:* the definition of issues and basic concepts, changing the paradigm of management with a special focus on the health system.
- *The complexity of health care organization and management:* forms and contents of complexity, the healthcare system environment, dealing with subjects and decision making in complexity.
- *Outlining and planning in healthcare organisations and the healthcare system:* models of planning, strategic planning and analysis.

<ul style="list-style-type: none"> • <i>Temeljna politika organizacije</i>: interesi, smotri ter vizija in poslanstvo, vrednote in kultura v zdravstvu, etika in okolje zdravstvenega sistema. • <i>Razvojna politika v zdravstvu</i>: organizacijske paradigme in razlogi njihovega spreminjanja, obvladovanje in spreminjanje v zdravstvenem sistemu. • <i>Socialna odgovornost menedžmenta in menedžerjev v zdravstvu</i>: etičnost odločitev in njihovega sprejemanja. • <i>Menedžment sprememb</i>: procesi spreminjanja, spremembe okolja in spremembe v zdravstvu, vpliv globalizacije na nujnost sprememb. • <i>Značilnosti menedžmenta v zdravstvu in dileme menedžmenta v zdravstvu</i>. 	<ul style="list-style-type: none"> • <i>The fundamental policy of the organisation</i>: interests, aims, vision and mission, values and culture in health care, ethics and the environment of the healthcare system. • <i>Development policy in health care</i>: organisational paradigms and the reasons for changing them, management and change in the healthcare system. • <i>Corporate social responsibility of management and managers in health care</i>: ethics of decisions and their acceptance. • <i>Change management</i>: the processes of change, changes in the environment and changes in health care, the impact of globalisation on the need for change. • <i>Characteristics of management in healthcare and related dilemmas</i>.
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Temeljna literatura in viri/Readings:

Temeljna literatura/Basic literature

- Brenig-Jones, M. (2018). *Lean Six Sigma for Leaders: a Practical Guide for Leaders to Transform the Way They Run Their organisation*. Chichester (UK): J. Willey & sons, cop.
- Kramar Zupan, M. (2020). *Menedžment: učbenik*. Novo mesto: Univerza v Novem mestu, Fakulteta za poslovne in upravne vede, 1 spletni vir (1 datoteka PDF (185 str.)), ilustr. ISBN 978-961-6770-44-6. <http://www.uni->
- Kramar Zupan, M. (2017). Primerjava značilnosti managementa v javnem in zasebnem sektorju - primer zdravstva. Svetic, A. *Izbrane teme organizacije in managementa : monografija ob 90-letnici rojstva prof. dr. Staneta Možine*. Ljubljana: Društvo Slovenska akademija za management. str. 115-126. ISBN978-961-92878-8-0.
- Kramar Zupan, M. (2009). *Management vs. Vodenje*. Novo mesto: Fakulteta za upravne in poslovne vede.
- Kramar Zupan, M. (2020). Dejavniki uspešnosti menedžmenta sprememb zdravstveni organizaciji. *Revija za ekonomske in poslovne vede*. [Tiskana izd.]. 2020, vol. 7, no. 1, str. 3-23, tabele. ISSN 2350-384X. https://fpuv.uninm.si/uploads/_custom/revija_eb/vol7no1/Revija_EB-2020_V7N1_1.pdf. [COBISS.SI-ID 17194499]
- Rozman, R. in drugi (2019). *Management v zdravstvenih organizacijah*. Ljubljana: Lexpera, GV Založba.

Cilji in kompetence:

Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:

- poznavanje in razumevanje poslovnih procesov v zdravstvu in sposobnost za

Objectives and competences:

The learning unit contributes mainly to the development of the following general and specific competences:

- knowledge and understanding of business processes in health care and

<p>njihovo analizo, sintezo in predvidevanje rešitev ter njihovih posledic,</p> <ul style="list-style-type: none"> • fleksibilna uporaba znanja v praksi, • etična refleksija in zavezanost profesionalni etiki v poslovnem okolju zdravstva, • spoštovanje nediskriminatornosti in multikulturalnosti v organizaciji in njenem okolju, • poznavanje in razumevanje razvojnih teženj, razlik in potreb posameznika, • sposobnost pridobivanja, selekcije in evalvacije novih informacij ter zmožnost ustrezne interpretacije, • razumevanje individualnih vrednot in vrednostnih sistemov, obvladovanje profesionalno-etičnih vprašanj, • usposobljenost za preverjanje in ocenjevanje dosežkov zaposlenih ter oblikovanje povratnih informacij, • komuniciranje s strokovnjaki z različnih področij zdravstvenega sistema in njegovih relevantnih okolij, • oblikovanje celovite ocene potreb posameznika oz. skupine ob upoštevanju dejavnikov relevantnih okolij. 	<p>the ability to analyse, synthesise and predict solutions and their consequences,</p> <ul style="list-style-type: none"> • flexible application of knowledge in practice, • ethical reflection and commitment to professional ethics in the healthcare business environment, • respect for non-discrimination and multiculturalism in the organisation and its environment, • knowledge and understanding of developmental aspirations, differences and needs of the individual, • the ability to obtain, select and evaluate new information and the ability to properly interpret, • understanding of individual values and value systems, mastery of professional and ethical questions, • the ability to check and evaluate the achievements of employees and give feedback, • communication with experts from different areas of the healthcare system and its relevant environments, • developing a comprehensive assessment of the needs of the individual or a group, considering the factors of the relevant environment.
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Predvideni študijski rezultati:

Študent/študentka:

- pozna koncepte menedžmenta in njihovo uporabljivost v zdravstvu,
- razume pomen menedžmenta za različne procese,
- pozna različne organizacijske strukture v zdravstvu in analizira spremembe v njih,
- razume pomen dejavnikov, ki vplivajo na nadzor nad konflikti,
- vrednoti pomen menedžmenta v zdravstvu za mobilizacijo zunanjih virov na različnih ravneh družbe,
- razume umeščenost svojega strokovnega področja v širše družbene, kulturne in vrednostne okvire ter na tej osnovi oblikovanje intelektualno aktivnega odnosa do sveta.

Intended learning outcomes:

Students:

- know the management concepts and their applicability in health care,
- understand the importance of management for different processes,
- know different organisational structures in the healthcare sector and analyse changes in them,
- understand the importance of factors affecting conflict control,
- evaluate the importance of health management for the mobilisation of external resources at various levels of society,
- understand the position of their field of expertise in broader social, cultural and value frameworks, and on the basis of this, create intellectually active attitude towards the world.

Metode poučevanja in učenja:

- *predavanja* z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov),
- *seminarske vaje*: predstavitev in uspešen zagovor projektne/raziskovalne naloge, portfolio (reševanje problemov, študije primera, kritično presojanje, diskusija, refleksija izkušenj, vrednotenje, projektno delo, timsko delo).

Learning and teaching methods:

- *lectures* with active student participation (explanation, discussion, questions, examples, problem solving),
- *seminar tutorial*: presentation and successful defence of a project/research paper, portfolio (problem solving, case studies, methods of critical thinking, discussion, reflection on experience, evaluation, project work, teamwork).

Načini ocenjevanja:

- Načini:
- 100 % udeležba na predavanjih in vajah ter priprava, predstavitev in zagovor projektne/raziskovalne naloge,
 - če študent ni 100 % udeležen na predavanjih in vajah:
 - izpit,
 - priprava, predstavitev in zagovor projektne/raziskovalne naloge.

Ocenjevalna lestvica: ECTS.

Delež (v %)

Weight (in %)

100 %

70 %

30 %

Assessment:

Types:

- 100% attendance of lectures and tutorials including preparation, presentation and defence of a project/research paper,
- if the student has not fully attended lectures and tutorials (100%):
 - examination,
 - preparation, presentation and defence of a project/research paper.

Grading scheme: ECTS.