



**Philadelphia University**  
**Faculty of Business**  
**Department of Hospital Management**

**Course syllabus**

<b>Course title: Hospital and health organizations management</b>	<b>Course code: 0380122</b>
<b>Course level:</b>	<b>Course prerequisite (s) :</b>
<b>Lecture time:</b>	<b>Credit hours: 3</b>

<b><u>Academic Staff Specifics</u></b>				
<b>Name</b>	<b>Rank</b>	<b>Office number and location</b>	<b>Office hours</b>	<b>E-mail address</b>
<b>Dr. Atef Al-Raoush</b>	<b>Assistant Prof.</b>	<b>32411</b>	<b>10:00 –11:10 Sun.</b> Tues. Thur. <b>9:45 –11:15</b> Mon. Wed.	<b>aalraoush@philadelphia.edu.jo</b>

**Course module description:**

This is a required course for all students in hospital management specialization. The course topics are important and relevant for any student wishing to expand his or her healthcare management skills. Participants will learn key principles, practices, and characteristics of health care organizations. The course provides students with an overview of how health care organizations are organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations, and the management systems designed for their efficient and effective operation. The content is broadly applicable to healthcare organizations of every kind: public health organizations, physician practices and clinics, hospitals and health systems, agencies and service organizations, for-profit firms, not-for-profit enterprises, etc.

This course familiarizes students with the basic tools and skills to effectively plan and manage the current operations of health care organizations. Students will learn and practice these tools and skills through lectures, problem solving, and case studies. The course is structured to integrate both academic and practical approaches and perspectives on current issues in healthcare organizations with special emphasis on Jordan healthcare system.

## **Course module objectives:**

At the end of this course you should be able to:

1. Describe in detail the various health care management career opportunities
2. Distinguish between managing in a health care organizations versus any other business organizations
3. Detail the role of the manager in respect to the five managerial functions
4. Examine the contemporary theories on healthcare management
5. Determine the profound impact of ethics upon the practice of health care management
6. Articulate strategic problems and challenges facing health services organizations
7. Distinguish between management practice and strategic planning techniques
8. Identify the major stakeholders in health service organizations
9. Determine the linkage of mission, vision, and values to strategic direction
10. Develop or enhance skills in team learning and performance

## **Teaching methods:**

Lectures, discussion groups, tutorials, problem solving, debates, etc.

## **Learning outcomes:**

- Knowledge and understanding  
Understand the nature and functions of health care organization and the ability to work in or manage these organizations.
- Cognitive skills (thinking and analysis).  
Use and apply managerial and planning tools and techniques in organizational analysis and problem solving.
- Communication skills (personal and academic).  
Discuss and sharing ideas about healthcare organizations practices and management with emphasis on Jordanian hospitals and healthcare institutions.
- Practical and subject specific skills (Transferable Skills).  
The ability to use the acquired knowledge in healthcare management to develop and improve practices in an efficient and effective manner.

## **Assessment instruments**

- Short reports and/ or presentations, and/ or Short research projects
- Quizzes.
- Homework
- Final examination: 50 marks

## **Homework**

**Homework will be provided to the students**

<b><u>Allocation of Marks</u></b>	
<b>Assessment Instruments</b>	<b>Mark</b>
First examination	<b>20</b>

Second examination	<b>20</b>
Final examination: <b>40</b> marks	<b>40</b>
Reports, research projects, quizzes, homework, Projects	<b>20</b>
Total	<b>100</b>

### **Documentation and academic honesty**

- Documentation style (with illustrative examples)

All exams, projects and assignments will be in a secure file with the instructor.

- Protection by copyright
- Avoiding plagiarism.

### **Course/module academic calendar**

<b>Weak No.</b>	<b>Basic and support material to be covered</b>	<b>Homework/reports</b>
<b>1</b>	<b>Introduction:</b> <ul style="list-style-type: none"> <li>• Basic concepts of healthcare management</li> <li>• Importance of healthcare organizations</li> <li>• Characteristics of healthcare organizations</li> </ul>	
<b>2</b>	<ul style="list-style-type: none"> <li>• Evolution and history of healthcare organizations.</li> <li>• Old civilization</li> <li>• Islamic civilization</li> <li>• Modern civilization</li> </ul>	<b>Assignment #1: Students are asked to prepare a comparison report about the healthcare organizations and business organizations with specific examples</b>
<b>3</b>	<b>Health Mission.</b> <ul style="list-style-type: none"> <li>• Provide comprehensive health service</li> <li>• Characteristics of the health service</li> <li>• Lead a specialized director or lead a physician.</li> </ul>	<b>Assignment #2: Students are provided with a list of healthcare organizations and asked to categorize them according to specific criteria as: care level, profit or not for profit, public versus private, etc..</b>
<b>4</b>	<b>Planning in healthcare organizations</b> <ul style="list-style-type: none"> <li>• Planning activities</li> <li>• Planning types</li> <li>• Principles of planning</li> <li>• Planning standards</li> </ul>	<b>Assignment #3: Students are asked to prepare a plan to address specific problem or issues in a hospital or health organization</b>
<b>5</b>	<b>Organization in healthcare organizations</b> <ul style="list-style-type: none"> <li>• Principles of organization</li> <li>• Organizational characteristics of healthcare organizations</li> <li>• Design of organizational structure</li> </ul>	

	<ul style="list-style-type: none"> <li>Administrative system of healthcare organizations</li> </ul>	
<b>6</b> <b>First Exam</b>	<b>Direction in healthcare organizations</b> <ul style="list-style-type: none"> <li>Direction principles</li> </ul>	
<b>7</b>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication</li> <li>Conflict</li> </ul>	<b>Assignment #4: Students are asked to bring some organizational charts of some Jordanian hospital and discuss the differences among these charts.</b>
<b>8</b>	<b>Control and performance indicators in healthcare organizations</b> <ul style="list-style-type: none"> <li>Steps of control process</li> <li>Areas of control in healthcare organizations</li> <li>Methods of control</li> <li>Performance indicators</li> </ul>	
<b>9</b>	<b>Human resources management(HRM) in healthcare organizations</b> <ul style="list-style-type: none"> <li>Objectives of HRM</li> <li>Functions of HRM</li> <li>Performance appraisal</li> </ul>	<b>Assignment #5: Students are given a list of hospital data and they will be asked to prepare some hospital indicators as bed occupancy, death rate, average length of stay, etc...</b>
<b>10</b>	<b>Social responsibility and ethics of healthcare organizations</b> <ul style="list-style-type: none"> <li>Social responsibility</li> <li>Profession ethics</li> <li>Legal responsibility</li> </ul>	
<b>11</b> Second examination	<b>Total quality management(TQM) in healthcare organizations</b> <ul style="list-style-type: none"> <li>Basic pillars of TQM</li> </ul>	
<b>12</b>	<ul style="list-style-type: none"> <li>Healthcare service quality</li> <li>Cost of TQM</li> </ul>	
<b>13</b>	<ul style="list-style-type: none"> <li>Accreditation in healthcare organizations</li> <li>Types of accreditation standards</li> <li>Accreditation and licensing</li> <li>Quality awards</li> </ul>	<b>Assignment #6: Students are asked to collect and report 5 standards for hospital accreditation in Jordan</b>
<b>14</b>	<ul style="list-style-type: none"> <li>Functions of healthcare organizations</li> <li>Financial function</li> <li>Professional function</li> </ul>	
<b>15</b>	<ul style="list-style-type: none"> <li>Marketing function</li> <li>The function of medical tourism</li> <li>The function of public relations</li> </ul>	
<b>16</b>	Review and Final Examination	

### **Expected workload:**

**On average students need to spend 2 hours of study and preparation for each 50-minute lecture/tutorial.**

**Attendance policy:**

Absence from lectures and/or tutorials shall not exceed 15%. Students who exceed the 15% limit without a medical or emergency excuse acceptable to and approved by the Dean of the relevant college/faculty shall not be allowed to take the final examination and shall receive a mark of zero for the course. If the excuse is approved by the Dean, the student shall be considered to have withdrawn from the course.

**Books (title , author (s), publisher, year of publication)**

Ghalib M.Sonjog and Musa A. Khair Aldin (2015).Principles of Management in Healthcare Organizations. Wail Press.

**Electronic Learning Support Material:**

1. <https://www.openschoolofmanagement.com/certified-healthcare-management-professional>
2. <https://www.pdfdrive.net/strategic-management-of-health-care-organizations-e33475609.html>
3. <https://www.pdfdrive.net/national-integrated-accreditation-for-healthcare-organizations-e724422.html>
4. <http://hcac.jo/ar-jo>
5. <https://www.ache.org/pubs/White%20Sample.pdf>
6. <http://www.ache.org/pubs/jhmsub.cfm>
7. <http://journals.lww.com/hcmrjournal/pages/default.aspx>