

## HEALTH MANAGEMENT SCIENCES (RJ0011)

### 1. 1. Language of instruction

Italian.

### 2. Course content

**Course coordinator:** Prof. Manuela Cavalletti

**Year:** 2nd year

**Semester:** 1st semester

**ECTS credits:** 6

Coordinatore/Coordinator: Prof. CAVALLETTI MANUELA

Anno di corso/Year Course: 2025/2026

Semestre/Semester: Semestrale

CFU/UFC: 5

Moduli e docenti incaricati /Modules and lecturers:

- GESTIONE DELLE RISORSE UMANE (RJ0062) - 2 cfu - ssd SECS-P/10

Prof. Roberta Galluzzi, Valeria Giosa

- ORGANIZZAZIONE AZIENDALE (RJ0060) - 1 cfu - ssd SECS-P/10

Prof. Manuela Cavalletti

- PSICOLOGIA DEL LAVORO E DELLE ORGANIZZAZIONI (RJ0059) - 1 cfu - ssd M-PSI/06

Prof. Isabella Imbimbo

- SOCIOLOGIA GIURIDICA (RJ000006) - 1 cfu - ssd SPS/12

Prof. Luca Nutarelli

### 3. testi di riferimento

#### Human resource management

National health service employees' collective labour agreement 2019–2021

<https://www.aranagenzia.it/>

Teaching materials provided by the instructor

#### Business organization

Mintzberg, h. (2009). *Il lavoro manageriale*. FrancoAngeli

Lavalle t. (2024). *Healthcare management and human resource management*. Carocci faber

Lecture slides

*(the indicated texts are optional and for consultation purposes only.)*

#### Work And Organizational Psychology

[Inail Human Element Management \(Pp. 26–80\)](#)

[Turnover Intentions In Nursing Staff](#)

## Individual And Organizational Wellbeing In Change Processes

### **Legal Sociology**

A Handout Will Be Provided Containing The Course Slides And Speaker Notes.

Optional Text: Philip Kotler, *Marketing According To Kotler*, II Sole 24 Ore, 2011

### **4. Learning objectives**

The course aims to provide knowledge of the foundational elements of labour and union law, understanding the main normative and economic aspects of the employment relationship in the National Health Service. It also focuses on the study of individual behavior and group dynamics in healthcare organizations.

The main objectives include:

Understanding theories related to individual and group behavior in organizations.

Applying knowledge of health economics, organizational models, and managerial functions to the design and implementation of quality assessment programs.

Understanding the basics of healthcare organizations, organizational research as a quality and safety improvement tool, process reengineering, high-reliability organizations, human factors in healthcare, and resilience in complex organizations.

Knowledge and Understanding (Dublin Descriptor 1)

By the end of the course, students will be able to appropriately understand the content related to:

Basic concepts of healthcare organizations

Introduction to marketing in relation to healthcare organizations, professions, and markets

Issues related to healthcare service demand

Basic marketing principles

Emerging organizational models for current challenges

Elements of the professional-specific information system

Elements of quality evaluation and improvement in healthcare

Applying Knowledge and Understanding (Dublin Descriptor 2)

Students will be able to:

Interpret data and information related to problem situations

Apply knowledge in healthcare professional contexts

Explore new knowledge in response to changes in healthcare organizations

Understand healthcare market dynamics and apply marketing strategies accordingly

Use organizational research to enhance quality and safety in healthcare

Understand processes and their reengineering

Making Judgements (Dublin Descriptor 3)

Students will be able to:

Analyze case studies and problems related to individual and group behavior in healthcare settings

Analyze strategic, tactical, and operational marketing issues in the healthcare market

#### Communication Skills (Dublin Descriptor 4)

Students will be able to:

Use appropriate relational methods based on the context

Deepen knowledge concerning changes in healthcare professions, organizations, and markets

#### Learning Skills (Dublin Descriptor 5)

Students will:

Acquire autonomous analysis methods

Identify necessary improvement actions

Independently assess care quality by evaluating the human factor and organizational resilience

### 5. prerequisites

Students must have prior knowledge from the “LEGAL AND ECONOMIC SCIENCES” course offered in the first year.

### 6. Teaching methods

Teaching methods, aligned with the Dublin descriptors, include:

Theoretical frontal lessons with slide projections

Guided discussions and interactive dialogue

Individual and group exercises on selected topics

### 7. ADDITIONAL INFORMATION

Prof. Rossana Ranucci: By appointment via email: [rossana.ranucci@policlinicogemelli.it](mailto:rossana.ranucci@policlinicogemelli.it)

Prof. Manuela Cavalletti: By appointment via email: [manuela.cavalletti@policlinicogemelli.it](mailto:manuela.cavalletti@policlinicogemelli.it)

Prof. Luca Nutarelli: Online via videoconference, by appointment: [luca.nutarelli@unicatt.it](mailto:luca.nutarelli@unicatt.it)

Prof. Isabella Imbimbo: Office hours: Monday 4–5 p.m., by appointment: [isabella.imbimbo@unicatt.it](mailto:isabella.imbimbo@unicatt.it)

### 8. Assessment methods/METHODS FOR VERIFYING LEARNING AND FOR EVALUATION

Grades are expressed in thirtieths. The final mark is a weighted average of the grades from the four modules, each requiring a minimum score of 18/30. The evaluation assesses solid and accurate knowledge of course content.

The exam consists of a written test with ten multiple-choice questions. Each correct answer earns three points.

### 9. EXTENDED PROGRAM

#### Human Resource Management

Fundamental elements of labor and union law

Key aspects of the normative and economic framework of employment relationships in the NHS

Legal principles and contractual regulations guiding management practice

### **Business Organization**

Population growth, aging, epidemiological changes

Global, European, and national reorganization strategies

Organizational models and operational tools

Indices of care complexity and continuity

Discharge planning, role definition, and competencies

Care models, middle management, staff evaluation, lean management

### **Work and Organizational Psychology**

Study of individual and group behavior in organizations

Work-related stress assessment

Change process analysis

Emotional management, agentive capacity, psychological capital

### **Legal Sociology**

Definition of marketing

Healthcare market

Specific features of healthcare companies

Strategic marketing in healthcare (needs, research, segmentation, target, positioning, branding)

Tactical marketing (product, price, distribution, promotion)

Operational marketing (marketing plan)