



# **MASTERS OF SCIENCE IN NURSING AND MIDWIFERY A.A. 2021/2022**

**Course:** Economy and Business Sciences and Business Organisation

**Year:** first

**Period available (1°-2° semester – annual):** 2<sup>nd</sup> semester

**University Credits:** 10

## **Learning objectives**

Increase participants' workability and proficiency, with particular reference to organisational and management issues and roles.

Give students the skills to act in their future roles by providing contextual knowledge, professional and relational skills, tools and techniques.

## **Learning objectives**

**Students will acquire the necessary knowledge to:**

- understand the functioning of the healthcare sector ;
- understand the fundamentals of management, organisational design, psychology, work organisation, administrative and public law with particular reference to the management issues of healthcare professions;
- acquire interpretative keys for understanding the evolution of management and of the organisational and managerial roles in the healthcare sector;
- identify the tools that allow to effectively manage and organise the professional roles in healthcare;
- critically interpret role expectations and the rhetoric built around the economic and managerial dimension of healthcare companies;
- analyse, understand and manage the organisational and management processes of healthcare organisations;
- understand the trends and changing scenarios of the healthcare sector and of healthcare structures.



**Students will be able to apply their knowledge to:**

- Organisation design, work organisation and management of the working relationship with co-workers;
- Design and redesign work processes using process mapping and re-engineering techniques;
- Manage the interpersonal and psychological dynamics of collaborators;
- Build strategic plans, business plans and economic analyses applied to healthcare services;
- Manage projects and change processes.

**Prerequisites**

Fundamentals and development of the nursing profession

**Content**

The course revolves around the following professionalizing sectors:

1. Understanding the sector
  - a. Structure and evolution of the Italian healthcare sector;
  - b. The challenges of the "new normal": new paradigms, evolutionary trajectories, and new emerging roles in the healthcare professions;
  - c. Clinical and managerial nursing in the processes of corporatization of public and private healthcare companies.
2. Managing the company
  - a. Legislative frameworks;
  - b. Organisation design;
  - c. Planning (strategy) and programming (budget);
  - d. Managing organisational development and change;
  - e. Measuring and managing performance and outcomes;
  - f. Costing and corporate finance.
3. Managing people
  - a. Legislative frameworks;
  - b. From professional authority to leadership;
  - c. Planning the work;
  - d. Motivating;
  - e. Giving feedback;
  - f. Duties, powers and responsibilities.
4. Managing the organisational "shop floor"
  - a. Problem-solving techniques;
  - b. Project management;
  - c. Business modelling and planning;
  - d. Process management (PDTA & care profiles);
  - e. Operations management in healthcare.



#### 5. Understanding the context

- a. References and models for building a correct person-organisation relationship;
- b. Finding the "right" organisational posture;
- c. Presenting and relating effectively;
- d. Decision-making.

In addition to the above-mentioned content, the lecturers will explore, in their respective modules, transversal topics or focus on particular technical aspects, such as:

#### Professor Lega:

- Fundamentals of health economics;
- Models and perspectives for leadership;
- Good practices of the good leader;
- New paradigms for value-based healthcare;
- Challenges for the NHS and the Italian healthcare sector.

#### Doctor Agostinelli:

- Building a vision in the world of healthcare professions;
- Decision-making;
- Organisational challenges in the healthcare field;
- Inter-professionalism and multidisciplinary in practice and beyond rhetoric;
- Relationship-based care: a model for clinical practice.

#### Professor Perna:

- Building and managing relationships according to the organisation type and role;
- Managing emotional negotiation;
- Behavioural analysis and change;
- Self-Management and ability to understand the context;
- Developing and using emotional intelligence.

#### Professor Boscati

- The system of sources in national and European law
- Organisation and employment relationship: the relationship from a legal perspective;
- Contract types: subordinate and autonomous employment contracts;
- Rights and duties of the worker;
- Managerial prerogatives;
- Trade union relations.

## **Teaching and learning activities and teaching methods**

Lectures in the classroom or online, according to organisational and pedagogical needs.



## Assessment method

The final mark will consist of the weighted average of the following parts:

- Class exercises and group works – 30%
- Individual essay – 20%
- Final exam – 50%

The maximum mark that can be achieved is di 33/30.

The written exam will consist of multiple choice and open questions.

The marks obtained in each module and in the mid-term assessments will contribute to the definition of a single final mark, out of 30.

Students must achieve a mark of 33/30 to be awarded the “Cum laude”.

## Recommended readings

### *Compulsory materials:*

- F. Lega, *Economia & Management Sanitario*, EGEA, 2<sup>a</sup> edition, 2020.
- F. Carinci, A. Pizzoferrato (a cura di), *Diritto del lavoro dell'Unione Europea*, Giappichelli Editore, 2018 (capitoli II, IV (§da 1 a 3), V);
- G. Proia, *Manuale di diritto del lavoro*, Cedam, 2000 (paragraphs 9-11; 47-115; 128-140; 145-149; 188-205).
- R. Fisher, D. Shapiro. *Il Negoziato Emotivo*. Corbaccio, 2012
- Kearney A. *Understanding Applied Behavior Analysis, Second Edition: An Introduction to ABA for Parents, Teachers, and other Professionals*. Jessica Kingsley Publishers; 2 edizione, 2015

Other specific readings (article, case studies, exercises) will be provided during the lectures.

### *Further suggested readings:*

- Goleman D. *L'intelligenza emotiva*, BUR, 2012 (suggested)
- Mary Kolourotis, *Cure Basate sulla Relazione. Un modello per la pratica clinica*, CEA 2015
- Alberto Scocco, *Costruire mappe per rappresentare e organizzare il proprio pensiero*, Franco Angeli, 2008