# Planning and control in healthcare

## Prof. Marco Giovanni Rizzo; Prof. Gillie Gabay

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The aim of the course is to enable students to develop specialized knowledge of performance measurement systems in healthcare organizations, including how they can contribute to measure the level of strategy implementation. A further aim is to enable students to develop the ability to use relevant concepts in discussions of strategy implementation; profit goals and strategies achievement; techniques of profit planning; balanced scorecard and transfer pricing.

On completion of the course, students shall be able to:

* explain relevant advanced concepts of planning and control in healthcare, associated with models and instruments of performance measurement; demonstrate an integrated view of strategic leadership and controlling processes; classify different types performance areas and indicators; demonstrate understanding of the meaning of critical thinking and reflection in academic texts and seminars;
* use concepts and models of planning, control and performance measurement systems for description, analysis and discussion of the new or unfamiliar managerial issues and practices in healthcare; make proposals concerning planning and control in healthcare, including the performance measurement system with a special focus on managing strategic tensions, diagnostics and control;
* reflect on financial and organizational control from different perspectives, including an ethical perspective;
* critically analyze the consequences of the implementation of different strategies and performance measurement systems’ decisions in speech and writing;
* develop the learning skills necessary to for them to continue studying in a largely self-directed or autonomous way or apply for managerial positions.

***COURSE CONTENT***

The course will start with a briefly review of the basic knowledge of management control and management control system in healthcare organizations. The course is structured into two modules. The first module will cover the following contents:

* foundations for implementing strategies (organizational tensions to be managed; basics for successful strategy; organizing for performance; using information for performance measurement and control);
* achieving profit goals and strategies (using diagnostic and interactive control systems; aligning performance goals and incentives; identifying strategic risk; managing strategic risk; levers of control for implementing strategy).

The second will cover the following advanced contents:

* the introduction of advanced performance measurement and control systems in healthcare organizations and the advanced tools for performance management and control in public sector following the New public management principles;
* creating advanced performance measurement systems in private and public healthcare organizations (the profit plan; linking performance to markets and transfer prices; building a balanced scorecard).

***READING LIST***

# R. Simons, *Performance measurement and control system for implementing strategy. (last edition) Pearson. New International Edition* (Chapters: *2,* 3, 4, 5, 8, 9, 10, 11, 12, 13, 14)

Further materials will be posted on Blackboard.

***TEACHING METHOD***

Teaching methods include formal lectures as well as the discussion of case studies and exercises in order to enhance students active participation and learning. Class participation is strongly recommended.

***ASSESSMENT METHOD AND CRITERIA***

Grading will be based on written exams (according to the official exam schedule) including both essay questions, exercises and short case studies. Students have the opportunity to accomplish the exam in two stages. Students will be expected to take a mid-term and an end-term test, respectively covering the first module topics and the second module topics of the course. Each test counts for 50% of the final grade. The mid-term test will be offered only once. The second end-term test: (i) will be offered to the students that did not fail in the mid-term exam; (ii) will be based on the topics of the second module; (iii) will be offered in the first date of final exam according to the official exam schedule. Students who (i) choose not to take these two tests, (ii) fail at least one of these tests, or (iii) choose to retake the exam will be offered a comprehensive final exam according to the official exam schedule.

***NOTES AND PREREQUISITES***

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

*Office hours*

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