# Management and innovation in health and social services

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

The course aims to provide students with a general understanding of the trends and dynamics related to the management and innovation in the healthcare industry.

More specifically, the course will present participants with frameworks and tools offered by multiple perspectives, with the aim of offering students a heterogeneous set of the theoretical and practical models. Participants will apply such frameworks and tools to simulated and real case scenarios, to better understand the characteristics of managing innovation in healthcare, life-sciences and social services organizations (e.g. pharmaceutical companies, biotech firms, medical devices).

By the end of the course, students will be able to:

– identify and interpret the main challenges faced by healthcare, life-sciences and social services organizations in the current competitive landscape;

– assess what are the main tools and skills necessary to adopt the innovation and how such organizations implement innovation models;

– understand the technological, human, economic, organizational, social and other dimensions of innovation;

– demonstrate operational knowledge of the tools and models explained during the course and apply them to real world contexts (e.g., private firms or public hospitals);

– appreciate the relevance of managerial and innovative solutions adopted by healthcare, life-sciences and social services organizations;

– Develop a strategic and innovation mindset.

***COURSE CONTENT***

The course is organized in 2 modules.

The *first module* is about the main managerial issues and strategies of healthcare organizations. The management challenges faced by hospitals, pharma companies, health institutions will be explored via theoretical lessons, practical exercises, and the discussion of real-world case studies.

More specifically:

– Fundamentals of Management and Management in Healthcare.

– Strategic Management.

– Business Strategy.

– Creating a company.

– Values, vision, mission, core business and corporate objectives.

– Talent strategy for the new healthcare ecosystem.

– Corporate Strategy.

– Internal environment.

– Organization Design.

– Functional strategy.

The *second module* deepens into issues of strategic innovation in the healthcare sector. It will focus first on the basics of innovation and technology management, applied to healthcare, and then on emerging health technologies, their development and diffusion. Finally, it will cover innovative technology-based business models.

More specifically:

– Megatrend

– General Elements of Innovation

– How to develop innovation: focus on healthcare sector

– Adopting Innovations: focus on healthcare sector

– Disruptive Innovation

– General elements of frugal innovation and application on healthcare sector

– Protecting Innovations

– Case studies

***READING LIST***

Module I

J. Elton-A. O’Riordan (2016), *Healthcare Disrupted. Next generation business models and strategies,* Wiley (Ch. 1, 3-7).

P.M. Ginter-J.W. Duncan-L.E. Swayne (2013), *Strategic management of health care organizations,* Jossey-Bass (Ch. 1-5).

Cases indicated by the lecturer on the Blackboard.

Module II

J. Barlow (2016), *Managing Innovation in Healthcare*, WSP.

Selection of readings and cases uploaded by the lecturer on the Blackboard.

***TEACHING METHOD***

Frontal lessons, case studies, simulations, group exercises and group dynamics.

***ASSESSMENT METHOD AND CRITERIA***

Option I (attending students)

*Module 1* Evaluation is composed as follows:

40% in classes activities

60% in final homework assignment

*Module 2* Evaluation is composed as follows:

40% teamwork with 1 oral presentation in class

60% final written exam composed by 5 multiple choice questions and 4 open question/excercises

Both parts are compulsory, the final mark results from the average of module 1 and module 2 evaluation.

Option II

Final comprehensive (module 1 and module 2 contents) written exam composed by a short case study analysis, 10 multiple choice questions and 5 open question/exercises.

***NOTES AND PREREQUISITES***

No pre-requisites for this class.

In the event that the health situation related to the Covid-19 pandemic should not allow face-to-face teaching, distance teaching will be guaranteed learning in ways that will be communicated to students in good time.