

1	Name of the educational program	EMBA «Hospital management»
2	Type of EP (current, new, innovative)	new
3	The goal of EP	the formation of undergraduates' basic skills of systemic business thinking in a rapidly changing business environment, as well as the ability to plan and advance a career in the healthcare system.
4	Features of the EP (no, joint, double degree)	joint
5	Partner University	Ariel University, Israel Parkway College, Singapore; Lithuanian University of Health Sciences, Kaunas, Lithuania
6	Learning outcomes	After successful completion of this program, the master's student will: LO 1 - determine business management methods taking into account the strategic directions of the hospital's activities in the modern market environment, as well as demonstrate operational, tactical and strategic approaches to managing the main types of the organization's structure; LO 2 - demonstrate the ability to manage a hospital, departments, teams of employees, projects and networks, interact with stakeholders, use modern methods of financial management to solve strategic tasks; LO 3 - possess methods of collecting, processing and interpreting complex social information for the formulation and solution of organizational and managerial tasks, including those outside the immediate sphere of activity; LO 4 - analyze problematic aspects of business and generate solutions, including international practice. LO 5- apply the international model of effective personnel management of the organization in a crisis; LO 6 - demonstrate introspection skills, the ability to prepare analytical materials for hospital management, business processes and evaluation of their effectiveness.
7	Form of study	Full-time with elements of remote/online
8	Language of instruction	Russian/English
9	Volume of loans	1.0 year, 60 credits
10	The academic degree awarded, master's degree	Master of Business Administration
11	EP accreditation (name of the accreditation body, validity period of accreditation)	

Matrix of correlation of learning outcomes according to the educational program as a whole with the competencies being formed

	LO1	LO2	LO3	LO4	LO5	LO6
KK1	+					
KK2	+					
KK3		+				
KK4					+	
KK5			+			
KK6		+		+		+
KK7					+	
KK8			+			+

Key competencies:

KC 1	Is able to search, critically analyze and synthesize information, apply a systematic approach to solving tasks
KC 2	Able to demonstrate operational, tactical and strategic approaches to managing the main types of organization structure
KC 3	Able to demonstrate the ability to manage a hospital, departments, employee teams, projects and networks, as well as interact with (stakeholders)
KC 4	Able to develop a corporate strategy using modern methods of corporate finance management
KC 5	Capable of collecting, processing and interpreting complex social information for the formulation and solution of organizational and managerial tasks, including those outside the immediate sphere of activity
KC 6	Able to identify and evaluate problematic aspects of business and generate solutions, including international practice.
KC 7	Able to use the international model of effective personnel management of the organization in a crisis
KC 8	He is able to prepare analytical materials for hospital management, business processes and evaluation of their effectiveness.

	Name of disciplines	Summary of the discipline	Component	Credits	Learning outcomes					
					LO 1	LO 2	LO 3	LO 4	LO 5	LO 6
Block of disciplines on the formation of professional competencies - 6										
1	Strategic management SM 1201	The discipline is aimed at mastering the concept of strategic management by undergraduates, which is a complete system of analysis, selection and implementation of an organization's strategy in the form of a set of interrelated management tools, techniques and techniques applied to practical healthcare. In the course of mastering the discipline, undergraduates will master knowledge about the essence of strategic management of the organization, the strategy of the organization and their classifications, the stages of the evolution of strategic management, competitive analysis, as well as master skills in the methodology of strategic management analysis. Applied teaching methods: group work, discussion.	UC (university component)	3		+				+
2	Business research BI 1202	The discipline will allow undergraduates to develop practical business research skills, which can later be used in medical management activities as an analytical decision-making tool. The discipline will use the team Learning method (TBL).	UC (university component)	3	+			+		
Component of choice, including Exit module/ Internship abroad *-14 (+ 14 alternative)										
3	Technologies for effective communication TEK 1203	The discipline is aimed at training undergraduates in the application/use of business and public communication skills. In the course of mastering the material, undergraduates will gain theoretical and practical knowledge about the key aspects of the psychology of business communication, conflict	OC (optional component)	5	+		+			

		management and stress management in business communication. Applied teaching methods: group work, discussion, Case study technology.								
4	Managerial thinking UM 1204	The discipline is aimed at mastering appropriate cognitive skills, improving the ability to self-reflect on one's own cognitive processes and working out a set of basic thinking tools in the business and personal spheres. As part of the training, the principles and tools of strategic thinking, system analysis, critical thinking, creative and innovative components of thinking, visual thinking are combined and worked out. The course also touches on the value and moral and ethical aspects of management activities. As a result of mastering the discipline, undergraduates will think competently, constructively, creatively, demonstrating the practical feasibility of their managerial activities. The discipline will use the team Learning method (TBL).	OC (optional component)	5		+	+			
5	Lean management of a medical organization BUMO 1205	The discipline is aimed at improving the professional competence of undergraduates, as a result of studying the material, they will be able to coordinate activities in a medical organization based on the principles and methods of lean production in accordance with the requirements of legal regulatory documents regulating the activities of a specialist, using modern technologies, methods and tools. Undergraduates will be able to abstract thinking, analysis, synthesis; - to manage the team, to perceive social, ethnic, confessional and	OC (optional component)	4	+		+			

		cultural differences with tolerance; - to carry out their activities taking into account the moral and legal norms accepted in society, to observe the principles of ethics and deontology. Applied teaching methods: group work, discussion, Case study technology.								
6	Management methodology and implementation of business processes in medical organizations (Kazakhstan/Israel) MUVBPMO 1206	The discipline is aimed at developing undergraduates' management skills, modeling and implementation of business processes in the activities of medical organizations. Within the framework of the discipline, the method of team training (TBL), Case Study technology will be used.	OC (optional component)	4	+			+		
7	Corporate management and human resource management KMUChR 1207	The discipline is aimed at mastering modern approaches in healthcare management by undergraduates, who will be able to systematize knowledge on management and corporate governance in modern market conditions, master the basic principles and prospects for the development of HR policy and corporate governance using human resources management technologies. As a result of studying the material, undergraduates will be able to apply the main methods and forms of payment for operations of the operational control market, analyze information and develop mechanisms for protecting organizations. Applied teaching methods: group work, discussion.	OC (optional component)	4		+			+	
8	Operational management in the hospital and its	The discipline is aimed at developing the competencies of undergraduates in the field of operational management of processes in the hospital;	OC (optional component)	6		+				+

	information resources	<p>on the formation of knowledge and skills on the basic principles, processes and technologies of information management, which is used in medical practice and administrative work.</p> <p>As a result of the training, they will be able to make the main processes of the hospital more efficient within the framework of cost management, quality management and management of medical services provided, as well as work with auxiliary business processes. The discipline will use the team Learning method (TBL).</p>								
9	<p>Management of the quality of treatment and patient safety (Singapore) UKBBP 1209</p>	<p>The discipline is aimed at forming undergraduates to apply a unified system and control the quality of medical and non-medical services in a medical organization.</p> <p>As a result of the training, undergraduates will have the skills to develop, implement and control actions that prevent the occurrence of risks for patients, manage industry quality control programs of departments: infection control, etc. The discipline will use the team Learning method (TBL).</p>	OC (optional component)	3				+		+
10	<p>Information technologies in healthcare (Singapore/Israel) ITZ 1210</p>	<p>The discipline is aimed at teaching and mastering undergraduates the methods and application of tools/tools for processing medical data in integrated technological systems for the creation, use, storage, transmission and protection of an information product. Applied teaching methods: group work, discussion</p>	OC (optional component)	3						+

11	Management and economics of drug supply MELO 1211	The discipline is aimed at developing skills in the organization and economics of drug supply, management in the field of circulation of medicines. As a result of mastering the material, undergraduates will be able to manage pharmaceutical activities, take into account the economic ties between them and the external environment, as well as understand the objects, phenomena and processes that form the basis of their activities in the pharmaceutical market. Applied teaching methods: group work, discussion, Case study technology.	OC (optional component)	3	+			+		
12	Healthcare Marketing (Israel) MM 1212	The discipline will allow undergraduates to learn the specifics of the medical business, modern approaches to the promotion of medical services. As a result of the training, they will be able to correctly identify the market landscape as the basis on which all marketing and analytical processes are built. Within the framework of the discipline, the teaching method will be used - the Case Study technology, where students must analyze the practical situation in the field of marketing activities and offer a solution to the situation.	OC (optional component)	3			+		+	
BPQ (Block of disciplines of personal development and formation of leadership qualities) – 10/14										
13	Leadership and management in healthcare: from national to global perspectives (Kazakhstan, Lithuania, Kaunas)	The discipline is aimed at developing undergraduates' skills to assess new market opportunities in order to prevent the occurrence of crisis situations in the organization; theoretical knowledge and practical skills in the field of management and leadership, mastering the principles and forms of organization	UC (university component)	3		+			+	

	LMZNGP 1313	management. Applied teaching methods: group work, discussion.								
14	Innovation in Healthcare (Kazakhstan, Israel) IZ 1314	The discipline is aimed at familiarization with innovations that include all types of organizational and managerial innovations, which may have the following directions: development and implementation of new or fundamentally changed corporate strategies; development and implementation in practice of new or significantly changed management structures. Undergraduates will be able to develop and implement certain innovative technologies. Applied teaching methods: group work, discussion, Case study technology.	OC (optional component)	3			+		+	
15	Organizational behavior OP 1315	The discipline is aimed at understanding the features of the organizational structure and the flow of its operations through case studies, project work, assignments and field research. Undergraduates will be able to analyze situations from the point of view of workplace relationships; explain the influence of conscious thinking on attitudes and behavior; the influence of stereotypes on perception, the influence of motivation and emotions on employee motivation. Applied teaching methods: group work, discussion.	OC (optional component)	4					+	
16	Service management in medical activity SMMA 1316	The discipline is aimed at familiarizing undergraduates with the basics of service management and patient-oriented approach. The content is compiled so that undergraduates go from a general understanding of approaches to building a	OC (optional component)	4		+				

		service model to specific metrics, practices and tools that help create and develop a system in the clinic. Applied teaching methods: group work, discussion.								
17	Experimental research work EIRM 1317	The work is aimed at applying the acquired knowledge in the development and writing of business projects / concepts / plans, etc., using methods of analysis and determination of the goals and objectives of various projects.		18	+	+	+	+	+	+
18	Final attestation IA			8	+	+	+	+	+	+
	Total			60						