

1	Name of educational program	MBA Management in Healthcare
2	Type of educational program (active, new, innovative)	active
3	Purpose of the educational program	Preparation of highly specialized, competitive specialists of new generation with a high level of professional competencies in the health care system.
4	Features of the educational program (no, joint, double-diploma)	no
5	Partner university	-
6	Learning Outcomes	<p>Upon successful completion of this program, the graduate student will:</p> <p>LO 1 - Identify business management techniques to address the strategic directions of the organization in the current market environment in RoK and globally. Apply knowledge, understanding and problem solving ability within interdisciplinary areas;</p> <p>LO 2 Demonstrate knowledge of the organization structure, mechanisms of its interaction with stakeholders, principles of work in the external context in the long term;</p> <p>LO 3 - Possess analytical methods of management, diagnostics, analysis and problem solving, as well as methods of decision making and their implementation in practice;</p> <p>LO 4 - Analyze problematic aspects of business and generate solutions, including international practices;</p> <p>LO 5- Identify and solve business and management problems from a competitive perspective in an international environment;</p> <p>LO 6 - Integrate different functional aspects of management based on knowledge of theory, current research and practice requirements;</p> <p>LO 7 - Engage in professional development, demonstrate self-reflection skills, and demonstrate experience for teaching at the tertiary level;</p> <p>LO 8 - Be able to utilize human resource management techniques, apply corporate management techniques.</p>
7	Form of study	Full-time
8	Language of instruction	Russian

9	Volume of credits	2 years, 120 credits
10	Academic degree awarded Master's degree	Master of Business Administration

	Name of disciplines	Brief content of the discipline	Component	Credits	Learning Outcomes							
					LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8
Block of disciplines for the formation of professional competencies - 58												
University component – 6												
1	Strategic management SM 1201	The discipline is aimed at mastering the concept of strategic management, which is a complete system of analysis, selection and implementation of the organization's strategy in the form of a set of interrelated management tools, techniques and methods in relation to practical healthcare. In the course of mastering the discipline master students will master knowledge about the essence of strategic management of the organization, the strategy of the organization and their classifications, stages of evolution of strategic management, competitive analysis, as well as master skills in the methodology of strategic	UK (university component)	3		+				+		+

		management analysis. Teaching methods used: group work, discussion.										
2	Business research BI 1202	The discipline will allow to develop practical business research skills in master's students, which in the future can be applied in medical management activities as an analytical tool for decision-making. The discipline will utilize team-based learning (TBL) method.	UK (university component)	3	+			+	+		+	
Optional component - 44												
3	Macro and microeconomic s	The aim of the module: to form at master's students skills of methodology of macro- and microeconomic research, modern collection, processing and analysis of economic and social data relevant to the processes occurring at the macro- and micro-levels, skills of application of basic economic laws in solving problems in professional activity, skills of analyzing the interrelationships of economic phenomena,	OC (optional component)	5	+		+	+	+			

		processes and institutions at the macro- and micro-level and their impact on the health care system and activities of medical organizations, skills of analyzing and inter										
4	Economics in hospital administration	Module objective: to teach undergraduates the ability to summarize and systematize economic information in the field of health care, the application of theoretical knowledge to the development of relevant methodological and regulatory documents, proposals and measures for the implementation of adopted projects and programs, taking into account the factor of uncertainty, the choice of the necessary methods of analysis in the field of management to achieve the objectives of the medical organization, methods of clinical and economic analysis used in medical research, skills of system analysis	OC (optional component)	4	+		+	+	+			

5	HR – management	Module objective: to teach master's students the skills of human resource management, analysis of human resource potential and human resource management.	OC (optional component)	4	+	+			+	+		+
6	Corporate Management and Human Resource Management	Module objective: to form master's students' skills in analytical techniques of determining the feasibility of decision-making in the field of corporate governance and human resources management, planning of economic indicators of a medical organization and application of methods of analysis and cost accounting for a medical organization, evaluation of the effectiveness of managerial decision-making, analysis of financial, intellectual and social capital of a medical organization and selection of appropriate mathematical tools for solving practical	OC (optional component)	4	+		+					
7	Risk management in healthcare	Module objective: to develop master's students' skills in detecting and assessing risks of	OC (optional component)	4	+	+		+				

		a medical organization, compiling a holistic risk landscape of a medical organization, creating a risk management system, assessing the strengths and weaknesses of a medical organization, analyzing threats of loss and identifying the source of danger, controlling risk indicators.)									
8	Financial management in healthcare	Module objective: to form the master's students skills in determining the need for financial resources to ensure the activities of the medical organization, analysis of possible sources of financial resources and the selection of the most appropriate to solve specific problems, determination and formation of rational structures of financial resources, analysis of possible directions of use of financial resources to achieve the goals of the medical organization and the selection of the most appropriate and management of the process	OC (optional component)	5	+	+	+		+	+		

		of formation and use of financial resources.										
9	Service - management in healthcare	Module objective: to form the master's students' skills of quality management of medical services, analysis of quality systems, statistical methods of management and quality control of medical services, regulatory and legal framework for quality assurance of medical care, standardization, certification, metrology and economics of management and analysis of quality systems, to familiarize with the basics of service management and patient-centered approach in hospital management.	OC (optional component)	4			+			+		+
10	Operations management in healthcare	Module objective: to form the master's students' skills of organization and management of operational (production) systems, system rationalization of management of operational processes, analysis of patient behavior, development of organizational development	OC (optional component)	4		+	+			+		+

		programs and ensuring the implementation of development programs.										
11	Qualitative analysis in health economics	Module objective: to familiarize undergraduates with qualitative methods of economic analysis and to develop skills in qualitative research in order to obtain detailed information about the subject of research, to understand, explain and interpret empirical data and as a source of hypothesis formation.	OC (optional component)	5	+	+					+	
12	Quantitative analysis in health economics	Module objective: to develop the skills of master's students in collecting and analyzing quantitative information, organizing research work, collecting quantitative empirical data, using quantitative methods, classification and categorization of these data.	OC (optional component)	5	+	+		+		+		

13	Industrial practice			8								
BPS (Block of disciplines of personal development and leadership skills formation) – 20												
Uuniversity component												
14	Organizational behavior	The purpose of the module: to familiarize undergraduates with the basic concepts and theory of behavioral (behavioral) sciences underlying organizational behavior, existing approaches and methods of research on organizational behavior, characteristics and models of organizational behavior at the individual, group and organizational levels of analysis, to teach competently orientation in current problems of organizational behavior, analysis and interpretation of phenomena of organizational behavior, the use of knowledge about organizational behavior in the practice of human resource management and medical organization in general, the specifics of organizational behavior as an interdisciplinary	UK (university component)	3	+	+						+

		and applied branch of knowledge aimed at improving the effectiveness of a medical organization, methods of system analysis and evaluation of organizational behavior and skills for solving problems related to organizational behavior management.										
15	Techniques for effective communication	The discipline is aimed at teaching master students to apply/use skills and skills of business and public communication. In the course of mastering the material, master students will get theoretical and practical knowledge about key aspects of psychology of business communication, conflict and stress management in business communication. Teaching methods used: group work, discussion, case study technology.	UK (university component)	4	+		+			+		+
16	Legislation in the health care system	The aim of the module: to teach master's students the skills of using and drafting regulatory documents related to	UK (university component)	4		+					+	+

		professional medical activity, taking the necessary measures to restore the violated rights of the patient, medical worker or medical organization, as well as to teach the practical application of legal norms in the implementation of medical activities.										
Optional component												
17	Marketing in healthcare	The purpose of the module: to teach undergraduates the skills of conducting marketing research of the medical services market, basic methodological approaches to substantiating and choosing the pricing, distribution, and communication policies of a medical organization, skills in finding and choosing management decisions in the activities of a medical organization, including when developing business plans for a medical organization, assessing the impact of various factors of the marketing environment that	OC (optional component)	5	+		+					+

		influence to choose the competitive policy of a medical organization, systematization and generalization of marketing information, including information on the formation and use of the resources of a medical organization, the development of a plan for conducting a specific marketing research and the application in practice of the basic methods of marketing analysis of the conditions and results of the activities of a medical organization.										
18	Information technology in healthcare	Module objective: to teach master's students to apply algorithms of digitalization implementation in practical healthcare, to develop digital strategy of the organization and strategy of digital solutions, to create an operational framework and elements of digital management and marketing of medical activities.	OC (optional component)	4		+	+			+		
19	Experimental	The work is aimed at applying		30								

	and research work EIRM 1317	the acquired knowledge in the development and writing of business projects/concepts/plans, etc., using methods of analyzing and defining the purpose and objectives of various projects.										
20	Final certification IA			12								
	Total			120								