



SCHOOL OF MEDICINE BELGRADE
CENTRE – SCHOOL OF PUBLIC HEALTH



MASTER OF HEALTH POLICY AND MANAGEMENT

Curriculum

MASTER OF HEALTH POLICY AND MANAGEMENT

Postgraduate Programme

Health policy and health management is a multidisciplinary field of inquiry and practices concerned with the delivery, quality and costs of health care of individuals and populations.

The main aim of the master in health policy and management is training of competent public health and health professionals with provision of knowledge and skills in the field of policy and management, who will be able to formulate and implement health policies, recognize the characteristics of health management and manage public health programmes through six-step process: priority setting, establishing goals, outcome objectives, strategy, evaluation and budget.

Teaching methods will include lectures, seminars, exercises, group work and individual final work. The computer supported learning will be used, as well as individual search of the literature through internet services.

Evaluation of knowledge and skills of the postgraduates will be based on the following elements:

- 10% on the basis of attendance and active participation during classes,
- 30% will be covered by the seminar works and tasks assigned to the attendees to be done during classes,
- 60% will be covered by the tests of knowledge and project tasks, and obligatory field work.

MHPM could be realised in two years (with 900 hours yearly on average) and worth 60 ECTS (European Credit Transfer System). It is intended primarily for employed people.

Master of Health policy and management has two tracks: **Public Health Programme Management (PHPM) and Health Services Management (HSM)**. Each track has 6 obligatory courses (6 credits each) with 36 credits in total, and 3 elective courses (4 credits each) with 12 credits in total; final exam will carry 2 credits, and the thesis (final written work) 10 credits. The lists of obligatory and elective courses are shown on tables 1, 2 and 3. The list of obligatory courses, same for both tracks, is shown on table 1. The List of elective courses for the track Public Health Programme Management (PHPM) is presented on table 2, and the list of elective courses for the track Health Services Management (HSM) is presented on table 3.

Prerequisites for enrolment: university degree completed studies in the field of medicine, law, economy, organization, philosophy and other disciplines (minimum 240 credits) and knowledge of English.

The completion of the MHPM study: defending the thesis.

Professional title obtained after completion of MHPM study: Master of Health Policy and Management.¹

¹ According to Serbian University Law MHPM is recognized as Academic Specialization in Master of Health Policy and Management.

Table 1:

THE LIST OF OBLIGATORY COURSES

Code	Title	ECTS	Coordinator
SJZ-AS-ZPM-OP01	Introduction to Public Health Policy	6	Prof. Dr. Vesna Bjegović-Mikanović
SJZ-AS-ZPM-OP02	Basics of Health Management	6	Prof. Dr. Vesna Bjegović-Mikanović
SJZ-AS-ZPM-OP03	Introduction to Health Systems	6	Prof. Dr. Snežana Simić
SJZ-AS-ZPM-OP04	Health Legislation and Ethics	6	Assoc. Prof. Dr. Dejana Vuković
SJZ-AS-ZPM-OP05	Applied Epidemiology	6	Prof. Dr. Slavenka Janković
SJZ-AS-ZPM-OP06	Applied Statistical Analysis	6	Prof. Jelena Erić-Marinković

Table 2:

THE LIST OF ELECTIVE COURSES: PUBLIC HEALTH PROGRAMME MANAGEMENT (PHPM)

Code	Title	ECTS
SJZ-AS-ZPM-MJZP-IP01	Public Health information management	4
SJZ-AS-ZPM-MJZP-IP02	Evidence Based Public Health Policy and Management	4
SJZ-AS-ZPM-MJZP-IP03	Evaluation Methods for Public Health Programmes	4
SJZ-AS-ZPM-MJZP-IP04	Human Resource Development for Health	4
SJZ-AS-ZPM-MJZP-IP05	Continuous quality improvement	4
SJZ-AS-ZPM-MJZP-IP06	Project Management	4
SJZ-AS-ZPM-MJZP-IP07	Rapid Response to Health Threats and Disaster Management	4
SJZ-AS-ZPM-IP01	Public Health Pharmacotherapy	4
SJZ-AS-ZPM-IP02	Health Technology Assessment	4

Table 3:

THE LIST OF ELECTIVE COURSES: HEALTH SERVICES MANAGEMENT (HSM)

Code	Title	ECTS
SJZ-AS-ZPM-MZS-IP01	Health Care Information Management	4
SJZ-AS-ZPM-MZS-IP02	Evidence Based Medicine	4
SJZ-AS-ZPM-MZS-IP03	Economic issues in Health Care	4
SJZ-AS-ZPM-MZS-IP04	Human Resource Management	4
SJZ-AS-ZPM-MZS-IP05	Total Quality Management	4
SJZ-AS-ZPM-MZS-IP06	Change Management	4
SJZ-AS-ZPM-MZS-IP07	Disease Management	4
SJZ-AS-ZPM-IP01	Public Health Pharmacotherapy	4
SJZ-AS-ZPM-IP02	Health Technology Assessment	4

OBLIGATORY COURSES:

INTRODUCTION TO PUBLIC HEALTH POLICY

Course organizer	Prof. Dr. Vesna Bjegović-Mikanović Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 26 59 533 Email: bjegov@EUnet.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Center – School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP01
Course Description	<p><u>Aims.</u> After completion of this course students will be able to explain the main steps in formulating the health policy, identify similarities and differences between global, European and national health policies, as well as to study scopes and limitations of health policy in general.</p> <p><u>Content.</u> This course is designed to introduce the basic approach to public health policy development within the formal procedures and series of goal-oriented steps undertaken by government-authorized participants. Health policy will be also explained as a science of the health system management and will be described by using policy cycle. During the learning process the main actors and determinants of public health policy are identified at global, national and local level. Besides consideration of actual international public health policies, particular attention is given to European Union public health policy and its objectives. The universal principles of this policy are explained based on for freedoms of movement, solidarity, social inclusion, efficiency, horizontal management and good governance in general. Taking into account that health policy is evidence based and is integrated with community expectations, political reality and available resources, students will be trained to research its scope and limitations.</p> <p><u>Expected knowledge and skills (outcomes).</u> Students will be able to identify the steps in the process of health policy formulation by using policy cycle, compare and explain similarities and differences between national health policies, demonstrate skills in advocacy and broad consensus development between all parties interested in.</p>

BASIC OF HEALTH MANAGEMENT

Course organizer	Prof. Dr. Vesna Bjegović-Mikanović Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 26 59 533 Email: bjegov@eunet.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Center – School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP02
Course Description	<p><u>Aims.</u> After completion of this course students will classify the basic management functions, identify specificities of health management and gain skills in strategic and business planning.</p> <p><u>Content.</u> The course is explaining the basic challenges and specificities of health management. Management tools are interpreted through essential activities in planning, organizing, staffing, leadership and control. Students are empowered to accept critical application of different approaches and specific managerial skills and responsibilities in health sector. The importance of strategic and operational management is stressed. The sessions will explore the managerial/organizational issues and challenges facing modern health organization, which strive to use evidence in problems solution and accomplishment of goals.</p> <p><u>Expected knowledge and skills (outcomes).</u> After completion of this course students will summarize the current ideas and trends in health service management with classifying the basic characteristics of managing health service organization. Students will demonstrate ability to adopt skills in team building and to perform procedure of strategic planning based on situation analysis by applying SWOT analysis, defining the mission and vision, defining activities and related resources, with forecasting of acceptable risks and applying the evaluation and benchmarking. Besides, students will gain skills of operational planning for development of evidence based health organization, continuous quality improvement, implementation of change and its monitoring and evaluation.</p>

INTRODUCTION TO HEALTH SYSTEMS

Course organizer	Prof. Dr Snežana Simić Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 26 59 533 Email: snezas@eunet.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Centre–School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP03
Course Description	<p><u>The primary aim</u> of this course is to achieve understanding of basic concepts of health systems, their classifications, complexity and approaches in health system reforms.</p> <p><u>Content</u> of the course includes:</p> <ul style="list-style-type: none"> • Definition of a system, explanation of health system goals (health status improvements, addressing health inequalities, responsiveness and fairness in financial contribution); • Introduction to students health systems functions (stewardship, resource generation and provision of health services) and components (infrastructure, referrals, technical competence, equipment and drug supply); • Explanation of processes of decentralization and privatization; • Identification of key problems systems faces in transition and how they adapt to changes and reforms; • Development of system approach in analysis and performance assessment of national health systems. <p><u>Expected outcomes.</u> By the end of this course students will develop system approach to description and analysis of health systems, gather knowledge about sources and types of indicators for performance assessment and about methods of investigation and critical evaluation of factors important for health systems development and functioning. Health systems are always faced with the need to use limited resources as effectively, fairly and efficiently, as possible. So, students will be encouraged to investigate challenges for system changes, to set priorities for health system reforms and to establish mechanisms for management by change at local and national level. The use of the framework to inform the development of health policies will be explored.</p>

HEALTH LEGISLATION AND ETHICS

Course organizer	Assoc. Prof. Dr. Dejana Vuković Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 26 59 533 Email: dvukovic@med.bg.ac.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Centre–School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP04
Course Description	<p><u><i>Aims:</i></u> The course will provide students with knowledge in the basic areas of health legislation, key ethical theories and principles of their application, as well as skills necessary to undertake analysis of system laws and to participate in the process of legislation development.</p> <p><u><i>Content:</i></u> The course starts from key legal terms and analysis of legal relations, rights and obligations in the key elements of health system. The course will provide students with explanations of values and beliefs in public health and medical ethics, relationship between ethics and human rights as well as multidisciplinary approach in solving ethical problems. The course will examine strengths and weaknesses of basic ethical theories and provide examples regarding utilitarianism, liberalism and communitarianism. Multidisciplinary approach is applied to classify the regulation contents and its impact on societal and individual rights. Course explores components of health legislation referring to consumers of health services, health care institutions, health care professionals, financing and management of health care system. Course will enable critical appraisal of system laws, particularly in our country.</p> <p><u><i>Expected outcomes:</i></u> On successful completion of this course a student will acquire knowledge of basic theoretical grounds and development of health legislation and public health areas of special interest for contemporary health legislation. Student will be able to critically examine regulations related to key elements of health care system and to identify context of health legislation in EU. Special emphasis is put to acquiring responsibility to apply key ethical principles.</p>

PRINCIPLES OF APPLIED EPIDEMIOLOGY

Course organizer	Prof. Dr. Slavenka Janković Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 361 57 68 Email: slavenka@eunet.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Centre–School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP05
Course Description	<p><u>The primary aim</u> of this course is to introduce students with basic epidemiologic principles and methods and to teach them how to apply traditional epidemiologic methods and findings to public health investigations, health services research, population health planning and evaluation, risk assessment and health policy. The major objective is to provide framework for integrating causal inference with decision making, bridging the gap between theoretical epidemiology and public health practice.</p> <p><u>Content.</u> Learning topics will include concepts of causation, measurement of disease occurrence, overview of epidemiologic study designs (observational and experimental); bias (for example, selection bias and information bias) as well the public health surveillance.</p> <p>During this course students will recognize the possibilities of applying relevant epidemiological methods to the development of health policy, through the policy cycle: assessing population health status, assessing potential intervention, making policy choices, implementing and evaluating policy. This course will emphasize the descriptive methods that are relevant to health policy.</p> <p><u>Expected knowledge and skills (outcomes).</u> After course completion, students will be able to calculate and interpret basic epidemiologic measures, measures of association (for example, relative risk and attributable risk) and to analyse and interpret with understanding data concerned health disorders.</p> <p>Also, they will be able to design health investigations, to read scientific literature more critically and to apply evidence from epidemiological investigations for formulation, implementation and evaluation of health policy.</p>

APPLIED STATISTICS FOR HEALTH POLICY AND MANAGEMENT

Course organizer:	Prof. Jelena Erić-Marinković Centre–School of Public Health, School of Medicine, University of Belgrade Tel: 30 65 415 Fax: 26 59 533 Email: jmarinkovic@med.bg.ac.yu
Course Schedule	Saturday 9:30 – 14:00 and 15:00 – 18:00
Course Location	Centre–School of Public Health, School of Medicine, University of Belgrade, Pasterova 2
ECTS	6
Course Code	SJZ-AS-ZPM-OP06
Course Description	<p><u>Aims.</u> The focus of this course is to provide students with the necessary statistical techniques, computing skills and writing experience, as well as other quantitative methods, required for usage in the fields of health policy and management.</p> <p><u>Content.</u> This course covers the language of statistics and the standard techniques of collecting, summarizing, presenting, analyzing, and interpreting data, as well as use of statistical software. It provides an introduction to statistical reasoning with and overview of selected descriptive and inferential statistical methods and concepts commonly used in the fields of health policy and management. Focus is on application of statistical analysis and interpretation of results rather than on calculations. Use of statistical software to analyze data is included.</p> <p><u>Expected knowledge and skills (outcomes).</u> Students will acquire statistical knowledge and skills required to understand, apprise, evaluate and interpret quantitative problems in the fields of health policy and management. Those problems covers decision making, predictions, scheduling, quality control, etc.</p>

ELECTIVE COURSES:

Code	Course Title, Course Description and Course Organizers	ECTS
SJZ-AS-ZPM-MJZP-IP01	<p><u>Public Health Information Management</u></p> <p><i>Aims.</i> This course will prepare the students to: (a) the use of information <i>per se</i> for public health practice, especially, the systematic management of public health information as a key strategic resource of a public health organization; and to (b) the use of information and communication technology to increase one's <i>individual effectiveness</i> as a public health professional.</p> <p><i>Content.</i> The field covered is public health informatics, the systematic application of information and computer science and technology to public health practice, research and learning. Public health practice depends on the ability to collect, organize, evaluate, interpret and communicate information. Computer and telecommunications technologies are increasingly used to support these efforts. This course provides an overview of information management and technology for public health professionals, with opportunities for students to develop skills and strategies for more effective use of information and information technology.</p> <p><i>Course organizers:</i> Prof. Jelena Erić-Marinković, Nikola Kocev</p>	4
SJZ-AS-ZPM-MJZP-IP02	<p><u>Evidence Based Public Health Policy and Management</u></p> <p><i>Aim</i> of this course is to teach students how to use effectively the best available evidence from literature in decision-making, policy development, its implementation and evaluation, as well in the practice of management.</p> <p><i>Content.</i> After course completion students will be able to:</p> <ul style="list-style-type: none"> • Critically consider the principles and criteria for assessing evidence, and discuss evidence-based approaches in public health in the context of study design hierarchies; • develop practical skills for appraisal and synthesis of evidence; • apply the best available evidence from literature and researches to the process of formulation, implementation and evaluation of health policy; • use evidence based strategies in the practice of management. <p><i>Course organizers:</i> Prof. Dr. Slavenka Janković</p>	4
SJZ-AS-ZPM-MJZP-IP03	<p><u>Evaluation methods for public health programmes</u></p> <p><i>Aim.</i> The course is designed to provide participants with an understanding of decision-oriented model of program evaluation and to help them to integrate evaluation into the management of health programs and activities.</p> <p><i>Content.</i> This course reviews types of evaluation (relevance, progress, effectiveness, impact and efficiency or economic evaluation), planning process and resources assessment needed for evaluation. It will also provide for students basic knowledge about systematic gathering, analysis and reporting/communicating of results of public health programs and activities. Students will be introduced with tool kit as a practical guide to planning, conducting and using program evaluation. As public health workers, they will</p>	4

	<p>find easier to integrate evaluation into the management of their programs.</p> <p><i>Course organizers:</i> Prof. Dr. Snežana Simić, Ass. Dr. Bojana Matejić</p>	
SJZ-AS-ZPM-MJZP-IP04	<p><u>Human Resources development for health</u></p> <p><i>Aim.</i> This course will provide foundation for the issues and challenges in health workforce today and in future, and strategies to address them. Strengthening the human component of health systems is essential for global equity, human security and the attainment of health advancement.</p> <p><i>Content.</i> This course will focus on key objectives and functions of human resources for health (HRH) strategic planning and management, including analysis of trends of provision of population with health professionals, assessment of their performances, best practice and research and knowledge priorities. Knowing that the topic of HRH is one of the most complex and fundamental structures of the health systems, the course will encouraged a more innovative and holistic method in strategic and policy options development and will, also, provide evidence on the impact of human resources on health outcomes through comparative analysis.</p> <p><i>Course organizers:</i> Prof. Dr. Snežana Simić, Ass. Dr. Milena Šantrić-Milićević</p>	4
SJZ-AS-ZPM-MJZP-IP05	<p><u>Health care continuous quality improvement</u></p> <p><i>Aim</i> of this course is to familiarize students with introduction of continuous quality improvement (CQI) culture in health care system at national level.</p> <p><i>Content.</i> This course will focus on theoretical concepts of continuous quality improvement in health care and development of quality indicators and standards of care. It will provide knowledge about measurement, analysis, assessment and monitoring quality of health care; development appropriate conditions for quality related activities and their planning, organization, management and control at all level of health care system. The course will facilitate the development of skills and techniques which can be effectively applied to monitor the quality of health services provided and on planning, setting up and operating quality system with suggestions for their improvement.</p> <p><i>Course organizers:</i> Prof. Dr. Snežana Simić</p>	4
SJZ-AS-ZPM-MJZP-IP06	<p><u>Project management</u></p> <p><i>The main aim</i> of this course is to familiarize students with all steps of objective-oriented project management and to train them to use logical framework for design, implementation and management of public health projects.</p> <p><i>Content.</i> This course includes the next topics:</p> <ul style="list-style-type: none"> • The basic principles of project management; • Project cycle; • The role of the logical framework and the logframe matrix; • Stakeholder analysis (analysis of their interests, expectations, restrictions and potentials), institutional appraisal; • Problem analysis – identifying the main problems and 	4

	<p>developing a 'problem tree' through an analysis of cause and effects;</p> <ul style="list-style-type: none"> • Defining the intervention logic; • Identifying objectively verifiable indicators and means of verification for each indicator; • Planning and control of project budget; and • Project evaluation. <p><u>Course organizers:</u> Prof. Dr. Vesna Bjegović-Mikanović & Prof. Dr. Slavenka Janković</p>	
SJZ-AS-ZPM-MJZP-IP07	<p><u>Rapid Response to Health Threats and Disaster Management</u></p> <p><u>Aims.</u> The purpose of the course is to present and explain contemporary challenges and threats to health, and particularly the procedure in rapid response to state of emergency, which endanger health.</p> <p><u>Content.</u> The course is related to basic management principles and skills in the situation of natural disasters, as well as, of human made disasters. It is designed to enable students to develop effective strategies and systems for disaster prevention, mitigation, response and recovery. The course will focus on management involving early warning systems and evacuation, decision making systems, information management, media management and post disaster trauma management. Special attention will be focused on a disaster preparedness and rapid response in different state of emergencies, which consider existence of strategic plan.</p> <p><u>Course organizers:</u> Prof. Dr. Slavenka Janković & Prof. Dr. Vesna Bjegović-Mikanović</p>	4
SJZ-AS-ZPM-MZS-IP01	<p><u>Healthcare Information Management</u></p> <p><u>Aims.</u> The major purpose of this course is to provide students with basic principles and practices of healthcare information management and how information systems and technology can be used to enhance and improve a healthcare organization's performance, i.e. clinical quality, enhance revenue and reduced expense, as well as the technology selection, acquisition and implementation process.</p> <p><u>Content.</u> The issues covered include:</p> <ul style="list-style-type: none"> • information processes in the healthcare system and organizations; • computer support to education and training; • necessary knowledge and skills defined by ECDL (European Computer Driving Licence) and • Web technologies as a means for healthcare information amangement. <p><u>Course organizers:</u> Prof. Jelena Erić-Marinković, Nikola Kocev</p>	4
SJZ-AS-ZPM-MZS-IP02	<p><u>Evidence Based Medicine</u></p> <p><u>Aim</u> of this course is to provide students with the basic concepts of Evidence Based Medicine (EBM), and knowledge how to appraise</p>	4

	<p>medical literature critically, and to help them to develop the necessary informatic skills.</p> <p><u>Content.</u> With the increasing demand for an evidence-based approach in the delivery of health care services and the economic pressures for a more rational and efficient use of limited health care resources, practitioners and administrators in the health care field need to develop clinical measurement and evaluative skills in order to conduct their work optimally. The course will cover the basic concepts of clinical epidemiology in the context of appraising the recent medical literature pertaining to issues of causation, diagnosis, management, and economic evaluation. The format will include problem-based learning.</p> <p><u>Course organizers:</u> Prof. Dr. Ljiljana Marković-Denić, Prof. Dr. Slavenka Janković</p>	
SJZ-AS-ZPM-MZS-IP03	<p><u>Economic issues in health care</u></p> <p><u>Aims</u> of this course are to provide understanding of fundamental concepts and principles of economics relevant to health and health care, understanding of the interaction between health and economic development to familiarize students with different methods of financing and reimbursement of health services as well with the methods and application of economic appraisal in health care.</p> <p><u>Content.</u> The topics covered by the course include theory and practice of economic evaluation with introduction of methods of economic evaluation: cost-minimization analysis (CMA), cost-effectiveness analysis (CEA), cost utility analysis (CUA) and cost benefit analysis (CBA). They also include measuring and valuing health and other effects of health, principles of design an economic evaluation and programme budgeting.</p> <p><u>Course organizers:</u> Prof. Dr. Snežana Simić, Prof. Jelena Erić-Marinković, Ass. Zorica Šupić-Terzić</p>	4
SJZ-AS-ZPM-MZS-IP04	<p><u>Human resources management in health</u></p> <p><u>Aim.</u> This course aims to introduce students to the concepts and practices of human resource management (HRM).</p> <p><u>Content.</u> The course examines the definition and development of the HRM functions and provides an overview of the range of areas in which it can make a contribution to the management of an organization. It highlights the way in which these have been adapted or developed to meet the changing needs of organizations in recent years. The course focuses on the key areas of employee resourcing – employee recruitment and selection; employee training and development strategies. Also, it is focused on development and examination how these policy areas can contribute to organizational effectiveness and impact on the organization, the employee and users of health services.</p> <p><u>Course organizers:</u> Prof. Dr. Snežana Simić & Ass. Dr. Milena Šantrić-Milićević</p>	4

<p>SJZ-AS-ZPM-MZS-IP05</p>	<p><u>Total Quality Management</u></p> <p><i><u>Aims.</u></i> The goal of this course is to describe the total quality management approach and train the students in its implementation in order to improve performances of health institutions.</p> <p><i><u>Content.</u></i> During the course students will develop new managerial skills related to understanding of key principles in total quality management and will demonstrate use of the procedure of problem solving through: 1) identifying priority process problems, 2) using data for analysis of current situation, 3) confirmation of the root causes of process problem by using different managerial tools, 4) planning and implementing affordable countermeasures, 5) monitoring of results by utilization of new data, 6) standardizing the countermeasures, and 7) making future plans to reduce the same problem at different place in organization, or solving new problems.</p> <p><i><u>Course organizers:</u></i> Prof. Dr. Sandra Šipetić-Grujičić</p>	<p>4</p>
<p>SJZ-AS-ZPM-MZS-IP06</p>	<p><u>Change management</u></p> <p><i><u>Aims.</u></i> Course will provide students with skills necessary for effective functioning of the organization during change initiative when resistance of employees could be expected.</p> <p><i><u>Content.</u></i> Key procedures for introducing, monitoring and maintaining changes as well as main approaches for inclusion and participation of employees and anticipation of early reactions following Pareto principle. Students will be trained in conducting change management following seven steps: 1) mobilize energy and commitment through joint identification of business problems and their solutions; 2) develop of shared vision of how to organize and manage for competitiveness; 3) identify the leadership; 4) focus on results, not on activities; 5) start change at the periphery, then let it spread to other units without pushing it from the top; 6) institutionalize success through formal policies, systems, and structures; 7) monitor and adjust strategies in response to problems in the change process.</p> <p><i><u>Course organizers:</u></i> Prof. Dr. Vesna Bjegović-Mikanović, Assoc. Prof. Dr. Dejana Vuković & Prof. Dr. Sandra Šipetić-Grujičić</p>	<p>4</p>
<p>SJZ-AS-ZPM-MZS-IP07</p>	<p><u>Disease management</u></p> <p><i><u>Aim.</u></i> The aim of this course is to provide students with an understanding of the disease management as the concept of reducing healthcare costs and/or improving quality of life for individuals with chronic disease conditions by preventing or minimizing the effects of a disease through integrative care, and to help them to develop necessary managerial skills.</p> <p><i><u>Content.</u></i> This course includes the next topics:</p> <ul style="list-style-type: none"> • Epidemiological characteristics and risk factors for common chronic diseases (such as: Coronary Artery Disease, Renal Failure, Hypertension, Obesity, Diabetes, Asthma, Cancer, Arthritis, Depression and other common ailments); possibilities 	<p>4</p>

	<p>for their treatment and their economic impact;</p> <ul style="list-style-type: none"> • Up-to date guidelines of best clinical practice for management of patients with diagnosis of chronic diseases; • Implementation of chronic disease management programmes by employers, insurance funds and health care institutions. <p><i>Course organizers:</i> Prof. Dr. Snežana Simić, Prof. Dr. Nebojša Lalić, Prof. Dr. Ljiljana Marković-Denić, Prof. Dr. Zorana Vasiljević Prof. Dr. Vesna Bošnjak-Petrović, Ass. Dr. Nataša Maksimović</p>	
SJZ-AS-ZPM-IP01	<p>Public Health Pharmacotherapy</p> <p><i>Aim.</i> The aim of the course is to enable students to adopt basic principles of rational pharmacotherapy, to master the methods of pharmacoepidemiology and pharmacoecconomy and also to familiarize themselves with online resources, computer software, list of necessary medicines and appropriate literature.</p> <p><i>Content.</i> The course is focused on the basic principles of rational medicine consumption, one of the most important aspects of security, control and restrictions of expenses in the health prevention system. The course comprises basic methods which help in estimations and analyses of rational therapy (pharmacoepidemiology and pharmacoecconomy) and also the basic infrastructure, necessary for this type of researches. In the scope of this course, students will be informed about the legal regulations on production, registration and traffic of medicines, as well as about working principles of drug agencies.</p> <p><i>Course organizers:</i> Assoc. Prof. Dr. Milica Bajčetić</p>	4
SJZ-AS-ZPM-IP02	<p>Health Technology Assessment</p> <p><i>Aims.</i> The major purpose of this course is to provide students with an understanding of basic principles and methods of health technology assessment. They will obtain knowledge and skills in solving, critiquing, evaluation and interpreting real life problems arising throughout a health technology assessment.</p> <p><i>Content.</i> The health technology is the practical application of knowledge in relation to health and disease, i.e., it can be defined as prevention and rehabilitation, vaccines, pharmaceuticals, and devices, medical and surgical procedures, and the systems within which health is protected and maintained. Health technology assessment is related to research due to its methods, but is also related to planning, administration, and management due to its focus on decision-making.</p> <p>The basic premise of this course is that the purpose of assessment of a particular technology is to discover the “true cost” of health produced by application of that technology. The four main elements of a health technology assessment analysis are: the technology, the patient/citizen, the organization and the economy.</p> <p><i>Course organizers:</i> Prof. Jelena Erić-Marinković , Ass. Nataša Milić</p>	4