

ECTS Information Package: Degree Programme

Master's degree in

# **HEALTH RESOURCES MANAGEMENT**

*[www.gri.ipt.pt](http://www.gri.ipt.pt)*

# A - General Description

**Programme Title** - Mestrado em Gestão de Recursos de Saúde

**Qualification awarded** - Master's degree in Health Resources Management

**Level of qualification** - Second-cycle degree, EQF Level 7; ISCED Level 5

## Specific admission requirements

### General

According to the Portuguese Law, the following candidates are eligible for entry to the course of study leading to the *Mestre* degree:

- Holders of a *licenciado* degree or legally equivalent corresponding to the first cycle of higher education;
- Holders of a foreign higher degree awarded on completion of a first-cycle programme organised in the framework of the Bologna Process;
- Holders of a foreign higher degree which is deemed by the Technical-Scientific Committee of ESGT-IPT to meet the requirements of a *licenciado* degree.
- Holders of an academic, scientific or professional curriculum which is deemed by the Technical/Scientific Committee of ESGT-IPT as appropriate to access the programme.

### Specific

The students who have completed, in the immediately preceding academic year, the first-cycle degree (*licenciatura*) in Health Care Services Management offered by ESGT-IPT are eligible for direct entry in the Master's program in Health Resources Management.

Without prejudice to the general entry requirements, the following candidates are accepted for entry in the master's degree in Health Resources Management subject to admission quotas:

- Holders of a *licenciado* degree or legally equivalent in technology and/or management or related areas;

Holders of a foreign higher degree in management related areas awarded on completion of a first-cycle programme organised in the framework of the Bologna Process;

- Holders of a *bacharel* degree in management related areas whose scientific and professional curriculum is deemed by the Scientific-Technical Committee as appropriate to access this course of study.

- Holders of an academic, scientific or professional curriculum in management related areas which is deemed by the ESGT's Scientific-Technical Committee as appropriate to access this course of study.

## **Specific arrangements for recognition of prior learning (formal, non-formal and informal)**

### General

Granting of credits from prior learning is regulated by the Portuguese Law taking into account the level of credits and the field of study where they have been earned and is subject to the recognition of ESGT-IPT Technical/Scientific Committee.

- Training undertaken in the context of other higher education programmes of study from national or foreign HE establishments or organised in the framework of the Bologna Process or other prior learning can be credited towards the present programme of study;
- Credits earned from postgraduate studies can also be credited towards this programme of study;
- Professional experience or other training, different from the abovementioned ones, can also be credited towards this programme of study.

### Specific

Not applicable.

## **Qualification requirements and regulations:**

120 ECTS credits distributed throughout 2 curricular semesters (1 academic year) and 2 semesters (1 academic year) for undertaking Thesis, Project or Internship. A total of 492 study hours in the curricular year. These qualification criteria are according to the provisions of Decree-Law 74/2006 dated 24 March.

## **Profile of the program:**

The master's degree in Health Resources Management aims to offer a rigorous and comprehensive training that will allow future professionals in this area to apply and develop acquired scientific and technical skills.

It was designed so as to meet the labour market demands by providing professional enhancement to those who need to acquire solid foundations to pursue a specialist career. This program is targeted to individuals who wish to consolidate and refresh their knowledge in the area and develop key skills to perform technical duties and meet the new challenges placed to higher education organisations of increasing the articulation between applied research and business needs.

**Key learning outcomes:**

The Master's degree in Health Resources Management aims to provide the knowledge and skills that will allow future professionals to manage health centres, services and units, contribute to training in the several health dimensions and be able to meet the modern efficiency challenges facing all organisations.

**Occupational profiles of graduates with examples:**

The master's degree in Health Resources Management aims at delivering top managers for this important activity sector. Among others, graduates from this program are prepared to perform as:

Medical information managers

Health products and consumables managers

Assistant managers in the sphere of health care services provision

Assistant managers for health centres

Quality managers for healthcare services

Homecare support managers

Healthcare information and statistics managers

Healthcare technologies managers and evaluators

Analysts and consultants within the healthcare sector

**Access to further studies:**

The master's degree in Health Resources Management gives access to third-cycle programs (PhDs).

**Course structure diagram with credits**

Course Title	Year	Semester	Credits
Biostatistics	1	S1	5
Financial Management	1	S1	5
Healthcare Communication	1	S1	5
Healthcare Law and Ethics	1	S1	5
Healthcare Policy and Economics	1	S1	5
Public Accounting	1	S1	5
Entrepreneurship in Healthcare	1	S2	5
Healthcare Taxation	1	S2	5
Management of Healthcare Units	1	S2	5
Quality Management for Healthcare	1	S2	5
Research Methodologies in Healthcare Management	1	S2	5
Team Leadership and Conflict Management	1	S2	5
Dissertation, Project or Internship	2	A	60
op: Dissertation	2	A	
op: Internship/Placement	2	A	
op: Project	2	A	

(\*) This course may not be available in certain academic years. Please confirm availability with the Erasmus coordinator.

## **Examination regulations, assessment and grading**

### General

Assessment of course units complies with the Academic Regulations in force at ESGT-IPT, except for the Dissertation, Project and Internship, to which apply the provisions set out in the regulations for the master's degrees offered by the ESGT-IPT.

- Dissertation, Project and Internship have only two assessment seasons and the students are free to choose only one.
- The assessment calendar for the Dissertation, Project and Internship is proposed by the Programme Coordinating Committee to the Technical/Scientific Committee at the beginning of each academic year.
- The general grade improvement scheme does not apply to the Dissertation, Project and Internship.

The overall grade of the master's programme is the arithmetic weighted average rounded off to the ones of the number of ECTS credits and the grades of the course units that form part of the programme of study.

The 10-20 mark expressed on a 0-20 scale is converted into its equivalent in the European grading scale with the awards Satisfactory, Good, Very Good or Excellent.

### Specific

The students must develop an original project or undertake professional internship and associated report. Both the project and the internship report must be submitted for appreciation to an examination panel appointed for that purpose.

## **Graduation requirements:**

Completion of the programme requires a pass in all its constituent modules including public discussion of the final project or internship report.

## **Mode of study:**

Full Time - Evening program.

## **Program director or equivalente**

Director: Jorge Manuel Marques Simões

Erasmus coordinator: José Manuel Barros Pinheiro Nogueira

ECTS coordinator: José Manuel Barros Pinheiro Nogueira

## B - Description of individual course units

<b>Course unit title</b>	Biostatistics
<b>Course unit code</b>	30124
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Maria João da Costa Antunes Inácio
<b>Learning outcomes of the course unit</b>	Students should learn to build, use and interpret basic tools of statistical inference. The statistical package SPSS will be used to illustrate the application of the methods presented, the students should be able to draw conclusions from the outputs produced.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Basic knowledge of Probability and Descriptive Statistics.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	1- Estimation. 2- Parametric Hypothesis Tests. 3- Analysis of Variance. 4- Nonparametric Hypothesis Tests. 5- Linear Regression. 6- Introduction to statistical package SPSS.
<b>Recommended or required Reading</b>	- Field, A.(2005). <i>Discovering Statistics using SPSS</i> . (Vol. 1). *: Sage - Afonso, A. e Nunes, C. (2011). <i>Estatística e Probabilidades - Aplicações e Soluções em SPSS</i> . (Vol. 1). Lisboa: Escolar Editora - Bhattacharyya, G. e Johnson, R. (1977). <i>Statistical Concepts and Methods</i> . (Vol. 1). *: Wiley International Edition - Pestana, D. e Velosa, S. (2002). <i>Introdução à Probabilidade e à Estatística</i> . (Vol. 1). Lisboa: Fundação Calouste Gulbenkian
<b>Planned learning activities and teaching methods</b>	Theoretical and practical lessons, which describe, explain and exemplify the concepts and methods given. With the help of professor students solved exercises.
<b>Assessment Methods and criteria</b>	Mid-term assessment: one middle test (60%) and a practical assignment (40%). Final assessment: final exam.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Financial Management
<b>Course unit code</b>	30122
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Pedro Barroso
<b>Learning outcomes of the course unit</b>	At the end of this Master's course students should be familiar with the area of financial management set in Health Care
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	Introductory notions: Rating and Investment Decisions; Financing Instruments; Operations in Financial Markets; Capital Structure and Dividend Policy; Short-Term Financial Management; Financial Management Estimates; Financial Risk Management.
<b>Recommended or required Reading</b>	- Menezes, C.(2010). <i>Principio de Gestão Financeira</i> . (Vol. 1). Lisboa: Silabo
<b>Planned learning activities and teaching methods</b>	Case Studies
<b>Assessment Methods and criteria</b>	. 2 Individual work . 20% each . Theme 1 (Assessment and Decision) . Theme 2 (Financing Instruments) . 2 p. (max) . Working Group 1 (2/3) . Management Company / Project . 60% with presentation / discussion . 10 pag. (max)
<b>Language of Instruction</b>	Portuguese
<b>Work placement(s)</b>	Not applicable.



## B - Description of individual course units

<b>Course unit title</b>	Healthcare Communication
<b>Course unit code</b>	30121
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Inês Pereira de Almeida de Bettencourt da Câmara
<b>Learning outcomes of the course unit</b>	At the end of the course, students should be able to: - Make a marketing plan for a product (or service); - Analyze the role of market participants, and analyze the surroundings. - Make strategic analysis and definition of 4 ps.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	Introduction. Market analysis and consumer behavior. Segmentation. Positioning and brand management. The 4 ps of marketing. Product management and innovation. Pricing and distribution. Communication in Marketing. Marketing Services. B2B Marketing. Specifics of marketing in health care and the pharmaceutical industry.
<b>Recommended or required Reading</b>	- DIONÍSIO, P.(2009). <i>Mercator</i> . Lisboa: Publicações Dom Quixote - CASTRO, J.(2005). <i>Comunicação de Marketing</i> . Lisboa: Sílabo - KOTLER, P.(1999). <i>Marketing para o Século XXI</i> . Lisboa: Presença - Conrado, A.(2012). <i>Os 8Ps do Marketing: Princípios de Marketing Digital</i> . Lisboa: Texto Editores
<b>Planned learning activities and teaching methods</b>	Theoretical and practical classes where the resolution of practical cases is proposed. The focus is on discussion of texts and analysis of current cases. Students also conduct individual and group work during class, being presented at the end.
<b>Assessment Methods and criteria</b>	Presentation of an individual or group work (maximum of 3 elements). Delivery of work in digital form (emailed to inescamara@gmail.com) and oral presentation (dynamic and interesting) about 30 minutes.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Healthcare Law and Ethics
<b>Course unit code</b>	30125
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Manuel Baeta Neves
<b>Learning outcomes of the course unit</b>	At the end of the course students should be able to know the laws that regulate the Health System (both public and private) as well as the National Health Service. They should also be able to identify, analyse, interpret and write contracts in the health domain.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	1. concepts, elements and basic principles of Health legislation; 2. principles and laws of the Health system; 3. Framework law of the National Health Service; 4. Ministry for Health - it's mission and framework attributions; 5. The chart of the National Health Service. 6. The regional health administrations (RHA).
<b>Recommended or required Reading</b>	- Nunes, R.(2009). <i>Regulação na Saúde</i> . Lisboa: Vida Económica - Neves, M.(2011). <i>Compilação de Legislação da Saúde</i> . Tomar: Própria
<b>Planned learning activities and teaching methods</b>	lectures and case-study analysis.
<b>Assessment Methods and criteria</b>	Mid-term test: minimum passing grade 10/20. Exam: for those who do not pass or do not do the mid-term test. Minimum passing grade 10/20.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in French</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Healthcare Policy and Economics
<b>Course unit code</b>	30126
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Maria do Rosário Mendes Godinho Passos Baeta Neves Luís Carlos Martins Cardoso
<b>Learning outcomes of the course unit</b>	At the end of the course the students should be able to: investigate and use the economic analysis on the health sector; understand and interpret economic policy documents on health; apply to representative concrete cases of the health sector.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contentes</b>	1. Economic analysis of the health sector 2. Health economics policy 3. Health economics policy in European Union 4. Health economics policy in Portugal
<b>Recommended or required Reading</b>	- Barros, P.(2009). <i>Economia da Saúde: Conceitos e Comportamentos</i> . Coimbra: Livraria Almedina - Santerre, R. e Neun, S. (2010). <i>Health Economics: Theories, Insights and Industry Studies</i> . SL: South-Western Cengage Learning - Smith, P. e Ginnelly, L. e Sculpher, M. (2005). <i>Health Policy and Economics: Opportunities and Challenges</i> . Berkshire: Open University Press - Zweifel, P. e Breyer, F. e Kifmann, M. (2009). <i>Health Economics</i> . SL: Springer-Verlag
<b>Planned learning activities and teaching methods</b>	Course content is presented through lectures and case studies analysis.
<b>Assessment Methods and criteria</b>	The student may choose between: a) Continuous assessment: case studies analysis with 10 (ten) as the minimum passing grade; b) Final exam: 10 (ten) is the minimum passing grade.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Public Accounting
<b>Course unit code</b>	30123
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	First Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Arlindo José Bernardo Dinis
<b>Learning outcomes of the course unit</b>	At the end of the course students should be able to understand the role and the different uses of accounting in the public services covered by the reform of financial administration.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	I - The Budget; II - Budgetary Accounting; III - The Accountability.
<b>Recommended or required Reading</b>	- Caiado, A. e Carvalho, J. e , O. (2007). <i>CONTABILIDADE PUBLICA - CASOS PRATICOS</i> . (Vol. 1). LISBOA: AREAS EDITORA
<b>Planned learning activities and teaching methods</b>	Lectures with presentations of case studies.
<b>Assessment Methods and criteria</b>	Three assessment tests with the final mark of 10 points for approval. Realization of a frequency with a final mark of 10 points for approval. Take a final mark of 10 points for approval.
<b>Language of Instruction</b>	Portuguese
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Entrepreneurship in Healthcare
<b>Course unit code</b>	301210
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Jorge Manuel Marques Simões
<b>Learning outcomes of the course unit</b>	At the end of the course the students should: - be familiar with the process of starting up companies; -be able to describe the figure of the entrepreneur; -be able to recognize and evaluate business ideas and opportunities; -be able to identify marketable technologies; -be able to identify...
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	1. Entrepreneurship and Entrepreneurial Process 2. Entrepreneur / Intra-Entrepreneur 3. Idea and opportunity 4. Technology, Product and Market 5. Business Plan
<b>Recommended or required Reading</b>	- Silva, M.(2012). <i>Marketing Empreendedor – novos rumos para o sucesso nos negócios de micro, pequenas e médias empresas</i> . (pp. 59-89). Brasil: Editora Xibpex - Ferreira, M. e Santos, J. (2008). <i>Ser Empreendedor – Pensar Criar e Moldar a Nova Empresa</i> . (Vol. 1). Lisboa: Edições Sílabo
<b>Planned learning activities and teaching methods</b>	Lectures and tutorials supported by case study analysis. The students are expected to develop Business Plans with the lecturer's guidance.
<b>Assessment Methods and criteria</b>	Assessment includes two components: - written test - 20% (4/20 grade points) - Critical report - 30% (6/20 grade points) - Scientific paper - 50% (10/20 grade points)
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Healthcare Taxation
<b>Course unit code</b>	30128
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Paulo Jorge Gomes Bragança
<b>Learning outcomes of the course unit</b>	Upon completion of this module the students should be aware of the importance of taxation issues in healthcare units and have acquired basic concepts of tax law.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	Introduction Tax basics Tax law basics Individual income tax Corporate income tax Value-added tax
<b>Recommended or required Reading</b>	<ul style="list-style-type: none"> <li>- Marcelino, J.(2012). <i>IVA.RITI</i>. Coimbra: Almedina</li> <li>- Silva Fernandes, J.(2005). <i>Manual do IVA</i>. Lisboa: Publisher Team</li> <li>- Marcelino, J. e Jaime, D. (2012). <i>IRS.IRC.EBF</i>. Coimbra: Almedina</li> <li>- Bras Carlos, A.(2012). <i>Guia dos Impostos 2012</i>. Lisboa: Quid Juris</li> </ul>
<b>Planned learning activities and teaching methods</b>	An introduction to the particularities of tax law within healthcare units through case study analysis.
<b>Assessment Methods and criteria</b>	Continuous assessment:practical assignment (50%)+ written exam (40%) and class performance(10%) Final assessment: Written exam (100%)- minimum pass mark: 10/20
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Management of Healthcare Units
<b>Course unit code</b>	30129
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Pedro Pereira Marques
<b>Learning outcomes of the course unit</b>	At the end of this module, students should be familiar with the area of Management Services, including Planning, Organisation, Management and Management Control in the Public, Private and Social sectors.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contentes</b>	1. Clinical coding and performance in Healthcare (hospitals, health centres, long-term care); 2. Management documents 3. Healthcare planning 4. Clinical Governance 5. Corporate Governance 6. Health Entrepreneurship 7. The Health Management cycle 8. Models and Instruments for the analysis of health management 9. Information systems for health management
<b>Recommended or required Reading</b>	- Maria Helena, P. (2005). <i>Análise de Dados para Ciências Sociais</i> . Lisboa: Edições Sílabo - Teixeira, S. (2005). <i>Gestão das Organizações</i> . Lisboa: McGraw-Hill - Carapeto, C. (2005). <i>Administração Pública: Modernização, Qualidade e Inovação</i> . (Vol. 1). Lisboa: Sílabo
<b>Planned learning activities and teaching methods</b>	Lectures including debate and case study analysis.
<b>Assessment Methods and criteria</b>	Continuous assessment: group assignment (20%) + written test (80%). Minimum pass mark: 10/20.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Quality Management for Healthcare
<b>Course unit code</b>	301211
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Natércia Maria Ferreira dos Santos
<b>Learning outcomes of the course unit</b>	On completion of the module the students should be familiar with ISO 9000 Standards and define work instructions and procedures; develop and implement quality assurance and control systems and implement statistical control systems.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contentes</b>	1 - Introduction - An historical overview of Quality. 2 - Quality Management Systems. Quality Assurance Standards. Standardisation of a quality system (NP 4433:2005). 3 - Certification. ISO Standards 9000. Accreditation - ISO 17025. 4 - Audits - ISO standard 19011. 5 - Standard SA 8000:2008 - Social Responsibility
<b>Recommended or required Reading</b>	- Pires, A.(2007). <i>QUALIDADE – Sistemas de Gestão da Qualidade</i> . Lisboa: Edições Sílabo - Hoyle, D.(2005). <i>ISO 9000 QUALITY SYSTEMS HANDBOOK</i> . Oxford: Butterworth-Heinemann
<b>Planned learning activities and teaching methods</b>	Lectures and practical classes supported by case study analysis and exercise solving.
<b>Assessment Methods and criteria</b>	Theoretical component: written test. Theoretical-practical component: report on literature search. Final grade is the average of the two components. Minimum pass mark: 10/20 in both components.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in French</b>
<b>Work placement(s)</b>	Not applicable.



## B - Description of individual course units

<b>Course unit title</b>	Research Methodologies in Healthcare Management
<b>Course unit code</b>	301212
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	Luís Manuel Mota dos Santos Figueira
<b>Learning outcomes of the course unit</b>	Acquisition of instrumental skills i.e. interpersonal and systemic competencies in research methodologies applied to healthcare.
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	1. Revision on the scientific methodology 2. Work Portfolio: concept, objectives, organization, development, closure and evaluation. 3. The Dissertation, Project and Internship, Master in Health Management Resources 4. The research process 5. Organisation, writing and display of the research results 6.Portfolio presentation
<b>Recommended or required Reading</b>	<ul style="list-style-type: none"> <li>- ALBARELLO, L.(2005). <i>Práticas e Métodos de Investigação em Ciências Sociais</i>. Lisboa: Gradiva - Publicações Lda</li> <li>- BARDIN, L.(2004). <i>Análise de Conteúdo</i>. Lisboa: Edições 70</li> <li>- BILHIM, J.(2008). <i>Teoria Organizacional – Estruturas e Pessoas</i> . Lisboa: Universidade Técnica de Lisboa-Instituto Superior de Ciências Sociais e Políticas</li> <li>- QUIVY, R. e CAMPENHOUDT, L. (1998). <i>Manual de Investigação em Ciências Sociais - Trajectos</i>. Lisboa: Gradiva</li> </ul>
<b>Planned learning activities and teaching methods</b>	Traditional lectures and experimental methods including research, literature review, and field trips. Practical projects carried out individually or as part of a team.
<b>Assessment Methods and criteria</b>	Continuous assessment based on class attendance: written test, practical projects and exam. Test/exam (theoretical component) 50%, project work (practical component) 50%. Minimum pass mark: 10/20 in both components.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Team Leadership and Conflict Management
<b>Course unit code</b>	30127
<b>Type of course unit</b>	Compulsory
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	First Year
<b>Semester/Trimester when the course unit is delivered</b>	Second Semester
<b>Number of ECTS credits allocated</b>	5
<b>Name of Lecturer(s)</b>	André Escórcio Rodrigues Soares
<b>Learning outcomes of the course unit</b>	At the end of this module, students should be able to: • Distinguish between groups and teams • Explain the conditions for team effectiveness • Detect problems in the operation of teams • Explain the role of the leader in team management • Identify the different conflict styles
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme components</b>	Not applicable.
<b>Course contents</b>	1. Groups and Teams 2. Team effectiveness 2.1 Dimension 2.2 Composition 2.3 Task characteristics 2.4 Group cohesion 2.5 Communication 2.6 Leadership 3. Conflict: Styles, processes and outcomes 4. Negotiation
<b>Recommended or required Reading</b>	- Ferreira, A. e Martinez, L. (2008). <i>Manual de Diagnóstico e Mudança Organizacional</i> . Lisbon: RH Editora - Gomes, J. e Cunha, M. e Campos e Cunha, R. e Cardoso-Cabral, C. e Marques, C. (2008). <i>Manual de Gestão de Pessoas e Capital Humano</i> . Lisboa: Edições Sílabo
<b>Planned learning activities and teaching methods</b>	Lectures supported by case study analysis and experiential learning.
<b>Assessment Methods and criteria</b>	- Presentation of a scientific paper (20%) - Development of a scientific paper (Group) (50%) - Test (30%)
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Dissertation
<b>Course unit code</b>	301214
<b>Type of course unit</b>	Optional
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	Second Year
<b>Semester/Trimester when the course unit is delivered</b>	Annual
<b>Number of ECTS credits allocated</b>	60
<b>Name of Lecturer(s)</b>	Lecturer to be selected on the basis of the students choice of theme.
<b>Learning outcomes of the course unit</b>	1.This module lasts one semester and comprises one of the following options: a) An original project work b) A dissertation b) An internship and final report
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	1. The project work, dissertation or internship report may be supervised by: a) a Tenured Professor holding a PhD degree (or equivalent) appointed by the Master's Coordinating Committee or a b) renowned specialist as recognised by the Committee.
<b>Recommended or required Reading</b>	- Maria helena, P.(2005). <i>Análise de Dados para Ciências Sociais</i> . Lisboa: Edições Silabo
<b>Planned learning activities and teaching methods</b>	NA NA
<b>Assessment Methods and criteria</b>	The public discussion of the project work, thesis or internship report shall be held within 180 days from the submission date and can only take place in the presence of at least three members of the panel of examiners.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	Not applicable.

## B - Description of individual course units

<b>Course unit title</b>	Internship/Placement
<b>Course unit code</b>	301216
<b>Type of course unit</b>	Optional
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	Second Year
<b>Semester/Trimester when the course unit is delivered</b>	Annual
<b>Number of ECTS credits allocated</b>	60
<b>Name of Lecturer(s)</b>	Lecturer to be selected on the basis of the students choice of theme.
<b>Learning outcomes of the course unit</b>	1. 1.This module lasts one semester and consists in one of the following options: a) An original project work b) A dissertation b) An internship and final report
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	N/A
<b>Recommended or required Reading</b>	- ---, -. <i>To be defined on the basis of the students choice of theme..</i> (Vol. --). (pp. -----). ---: ---
<b>Planned learning activities and teaching methods</b>	N/A
<b>Assessment Methods and criteria</b>	The internship report is carried out with supervision. Once completed, public discussion will be held within 180 days from the date of submission and will only take place in the presence of at least three members of the panel of examiners.
<b>Language of Instruction</b>	Portuguese   <b>Mentoring in English</b>
<b>Work placement(s)</b>	This module comprises an internship to be undertaken in a firm or organisation in the sector.

## B - Description of individual course units

<b>Course unit title</b>	Project
<b>Course unit code</b>	301215
<b>Type of course unit</b>	Optional
<b>Level of Course unit</b>	Second Cycle
<b>Year of Study</b>	Second Year
<b>Semester/Trimester when the course unit is delivered</b>	Annual
<b>Number of ECTS credits allocated</b>	60
<b>Name of Lecturer(s)</b>	Lecturer to be selected on the basis of the students choice of theme.
<b>Learning outcomes of the course unit</b>	1. 1.This module lasts one semester and comprises one of the following options: a) An original project work b) A dissertation b) An internship and final report
<b>Mode of delivery</b>	Face-to-face
<b>Prerequisites and co-requisites</b>	Not applicable.
<b>Recommended optional programme componentes</b>	Not applicable.
<b>Course contentes</b>	1. The project work, dissertation or internship report may be supervised by: a) a Tenured Professor holding a PhD degree (or equivalent) appointed by the Master's Coordinating Committee b) renowned specialist as recognised by the Committee. c) a master's lecturer appointed by the committee. 2. The assignments referred to in (1) may also be supervised by PhD professors or researchers from other..
<b>Recommended or required Reading</b>	- ---, -.To be defined on the basis of the students choice of theme.. (Vol. --). (pp. -----). ---: ---
<b>Planned learning activities and teaching methods</b>	NA
<b>Assessment Methods and criteria</b>	The public discussion of the project work, thesis or internship report must be held within 180 days from submission and shall only take place in the presence of at least 3 members of the panel of examiners.
<b>Language of Instruction</b>	Portuguese
<b>Work placement(s)</b>	Not applicable.

