



**MASTER OF BUSINESS ADMINISTRATION**  
WITH A FOCUS ON  
INTERNATIONAL HEALTHCARE MANAGEMENT

**CATALOGUE OF MODULES**

## MODULE OVERVIEW

### Study Field "Responsibility"

15 ECTS

- Team-building and Communication
- Leadership and Ethics
- Organisation and Leadership in Healthcare

### Study Field "Decision Making & Rationality"

15 ECTS

- Complexity and Decision Making
- Information and Communication Technologies
- Decision Making in Healthcare

### Study Field "Global Thinking"

15 ECTS

- Global Economics, Business and Society
- Intercultural Management
- International Public Health Management

### Study Field "Communication and Collaboration"

15 ECTS

- Trust and Collaboration
- Corporate Communication and Collaboration
- Healthcare Management Environment

### Study Field "Practice"

15 ECTS

- Company Project
- Project Management

### Study Field „Final Thesis“

15 ECTS

- Master Colloquium and Master Thesis

## DESCRIPTION OF MODULES

### Study Field "Responsibility"

The study field "Responsibility" focuses on internal reflection of management, business, management ethics, sustainability, and leadership. Modern leadership means being able to ethically manage a team, or an organisation, in order to accomplish the overall goal in your own individual way.

#### **Module 1: Team Building and Communication**

This module provides an introduction to the concept and the philosophy of the MBA programme: its objectives, methods, group members, and group standards with regards to behaviour, learning, communication, self-perception and awareness of others.

- Building a team and working in teams
- Stakeholder management
- Presentation techniques

#### **Module 2: Leadership and Ethics**

According to the main objectives of the study programme, participants will be challenged to learn modern leadership approaches and prepare for future leadership tasks. The module aims to develop knowledge and understanding of the core activities of leadership and human resource management in a globalised world. Students cover why and how managers operating in the international business environment must manage human resources and lead the organisation in ways that take into account ethical aspects. At the same time, against the background of the rise of stakeholder capitalism, the course covers how managers and leaders can come to terms with developments like corporate social responsibility and workplace health promotion, and become ethical managers and leaders.

- Leadership
- Management ethics
- Workplace health promotion

#### **Module 3: Organisation and Leadership in Healthcare**

This module consists of relevant tasks, measures and actions to successfully manage the extensive cross-sectoral challenges and change processes due to innovation, organizational structures, logistic systems including IT, and process pathways in healthcare delivery for hospitals and ambulatory care settings. The implementation of changes should include the special character of healthcare delivery, the underlying structures of organizations and the techniques (especially IT), as well as generic and special elements of change management and leadership in healthcare.

- Health as a special good, medicine as a special profession
- Healthcare management ethics

- Organizational structures of healthcare institutions
- Value-based healthcare
- Change and innovation management in healthcare

## **Study Field "Decision Making and Rationality"**

Management, business, and strategy follow the results of data analysis. Data collection, data analysis, and interpretation of results happen everywhere in companies whether it is in human resources, production or sales departments. The different degrees of complexity of business tasks require different decision-making approaches. The involvement of modern information systems and technologies are necessary. Furthermore, our human rationality is limited by, for example, our abilities and time constraints.

### **Module 4: Complexity and Decision Making**

The subject of this module is to learn the appropriate behaviour in regards to complex phenomena and decision-making processes, especially for decisions based on quantitative and qualitative indicators and partially unclear targets.

- Decision making
- Bounded rationality
- Decision analysis and game theory
- Decision making and managerial accounting

### **Module 5: Information and Communication Technologies**

E-business is based on the use of innovative digital communication- and information-technologies. Economic and technological knowledge for the integrated configuration for operational applications and systems solutions are necessary. The content includes basic concepts, business models, fundamental technologies, and application scenarios.

- Content Management Systems
- Business models in the internet economy
- Data security and protection, privacy and confidentiality
- Applications such as online marketing, CRM, cloud computing, and social media solutions

### **Module 6: Decision Making in Healthcare**

In this module, we focus on the process of providing healthcare services and its quality. The implementation of process management in healthcare leads to concepts such as clinical pathways and occupancy management. Quality management and risk management are essential elements of modern hospital and ambulatory care management. Using concepts and specific measures of performance measurement and health economic evaluation, the effectiveness of treatment and care programmes can be evaluated.

- Process management in hospitals
- Clinical pathways in hospitals and ambulatory care
- Quality management in healthcare
- Balanced scorecard in healthcare
- Risk management in hospitals - clinical and general
- Performance measurement in healthcare

### Study Field "Global Thinking"

Most companies consider themselves to be "global players" and managers are expected to think globally. A manager should be aware of global trends. Global social and environmental responsibility is essential for sustainable success because global business coverage does not automatically ensure that different cultures are respected and intercultural intelligence is developed.

#### **Module 7: Global Economics, Business and Society**

This module intends to show that almost all areas (economics, politics, culture, environment, and communication) are increasingly intertwined worldwide due to globalization. This agglomeration of global relations takes place on the individual level, institutional level and state level. Companies and economies have to find specific responses to globalization in order to be successful in the future. An understanding of global developments is essential for the strategic positioning of companies.

- Global trends and economics
- Global finance
- Corporate Social Responsibility

#### **Module 8: Intercultural Management**

In this module, the willingness and the ability of companies to exploit cultural diversity as a competitive factor is selected as a central theme. This is referred to as "the cultural intelligence" of the company. The management uses specific knowledge about different types of thinking-processes and perception-processes from other cultural circles (culture codes) and transfers this knowledge into their own action strategies (intercultural competence). From cultural diversity of the employees, the innovation potential for solving problems and for developing new products and services is created (cultural diversity).

- Intercultural business communication
- Corporate cultural intelligence
- Diversity management
- Global marketing

### **Module 9: International Public Health Management**

In this module the basic concepts of health economics and health policy are discussed to deliver a comprehensive understanding of sustainable healthcare delivery in times of scarce resources. The principles of international health politics, public health and healthcare ethics in conflict with economic constraints should be the foundations of modern healthcare systems within the triangle of providers, payers and patients.

- Ethical principles in healthcare
- International healthcare systems research
- International public health
- Concepts of health economics esp. health economic evaluation
- Social law and coverage systems
- Health technology assessment

### **Study Field "Communication and Collaboration"**

Management is interaction, communication, and cooperation. Trust and confidence are the basis of cooperation, collaboration and business negotiation. Furthermore, a profound knowledge of the business environment is key for the success of communication strategies and company performance.

### **Module 10: Trust and Collaboration**

This module explains the basics of (voluntary) cooperative actions in economic processes. "Social trust" is considered to be a feeling of cultural conformity with other people. Trust means the expectations of people, business partners or organisations will be aligned with common values or moral perceptions. Trust is established by credibility, reliability, and authenticity. The mutual expectations can be negotiated and fixed as rights and obligations.

- Confidence in social transformation processes
- Principal-agent theory
- Cross-cultural challenges of trustful communication

### **Module 11: Corporate Communication and Cooperation**

Increasing network structures, communication and cooperation are integral parts of any business. In this module, the main focus is on the efficient and effective communication - both internally and externally - and evolving strategies for successful strategic management decisions.

In-house communication and cooperation

- Measures to promote cooperation within and between groups
- Control systems for targeted cooperation between organisational groups, such as Balanced Scorecard, KPI-systems, internal cost allocation

External communication and cooperation

- Strategic alliances, joint ventures, private-public-partnerships
- Mergers and acquisitions

### **Module 12: Healthcare Management Environment**

The environment of the business is discussed from the perspective of the healthcare provider. The patient is the key stakeholder with medical needs and individual preferences. The healthcare industry and its need to realize an adequate return on investment of R&D and production cost are included in this perspective. The third corner of the healthcare triangle consists of the healthcare payer and healthcare decision-making bodies.

- Concepts to consider patients' needs
- Portfolio and lifecycle management in the healthcare industry
- Marketing and market access for pharmaceuticals and medical devices
- Reimbursement of hospital care and ambulatory care
- Self-payment and medical tourism

### **Study Field "Practice"**

### **Module 13: Project Management**

This module conveys the standards of project management. Different approaches to project management will be discussed and illustrated in case studies.

### **Module 14: Company Project**

Introduction to knowledge management and scientific writing.

A study project in one of the following areas of healthcare management:

- (A) Hospital
- (B) Ambulatory Care
- (C) Pharmaceutical and Medicinal Products
- (D) Healthcare Payer
- (E) e-Health

It is possible to choose between different topics or to come up with an individual project idea. The projects are realized over a time period of three months in small groups of not more than five students or individually in close cooperation and supervision of the university staff. Company projects include final presentation and report.

## Study Field "Final Thesis"

### **Module 15: Master's Thesis**

The topic of the final thesis can be selected according to individual preferences. Institutional cooperation is possible.

- Independent conceptualization and writing of a Master's thesis
- Duration: 16 weeks
- Minimum number of pages: 40 pages
- Oral defence with presentation slides and a handout

## SEMESTER DURATION OVERVIEW

September	WS1	Orientation Week	1
	WS 1/3		2
	WS 1/3		3
	WS 1/3		4
October	WS 1/3		5
	WS 1/3		6
	WS 1/3		7
	WS 1/3		8
November	WS 1/3		9
	WS 1/3		10
	WS 1/3		11
	WS 1/3		12
December	WS 1/3		13
	WS 1/3		14
	No Lectures	EXAMS	15
	No Lectures		16
January	No Lectures		17
	No Lectures		18
	No Lectures		19
	No Lectures	RE-EXAMS	20
February	No Lectures	REPORT /THESIS	21
	No Lectures	SUBMISSIONS	22
	Semester Break		
	Semester Break		
March	SoSe 2		1
	SoSe 2		2
	SoSe 2		3
	SoSe 2		4
April	SoSe 2		5
	SoSe 2		6
	SoSe 2		7
	SoSe 2		8
May	SoSe 2		9
	SoSe 2		10
	SoSe 2		11
	SoSe 2		12
June	SoSe 2		13
	SoSe 2		14
	SoSe 2		15
	No Lectures	EXAMS	16
July	No Lectures		17
	No Lectures		18
	No Lectures		19
	No Lectures	RE-EXAMS	20
August	No Lectures	REPORT	21
	No Lectures	SUBMISSIONS	22
	Semester Break		
	Semester Break		

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