

## Service Management in Health Institutions (D012965)

**Course size** *(nominal values; actual values may depend on programme)*

**Credits 6.0** **Study time 180 h**

**Course offerings and teaching methods in academic year 2026-2027**

A (semester 1)	English	Gent	independent work
			seminar
			group work
			lecture

**Lecturers in academic year 2026-2027**

Gemmel, Paul	EB23	lecturer-in-charge
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**Offered in the following programmes in 2026-2027**

<b>crdts</b>	<b>offering</b>
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**Teaching languages**

English

**Keywords**

Service management, Process management, Patient logistics, Materials logistics, Quality management

**Position of the course**

This course starts from the viewpoint that a healthcare organisation can be considered as a service organisation, which do not only provide care, but also a service to their clients. The course is built on the 5 foundations of 'service management'.

Service organisations must position themselves very clearly through the development of a service concept (**Positioning**) and the design of its processes in line with this service concept (**Process Management**). This leads to a certain performance in terms of quality and productivity (**Performance Management**).

Employees (**People**) do play an important role in achieving this performance. It is also important that the physical environment (the so-called servicescape) is managed (**Place**). In this course we will put more emphasis on process management. The efficient management of materials and information flows and the coordination of these flows with the patient flow is one of the challenges of care organizations. Subjects such as supply chain management, capacity management and lean management in healthcare will be discussed.

**Contents**

Healthcare organisations as service organisations: the 5 P&I model  
 Positioning, Place and People in healthcare service organisations: service branding, the servicescape, front-office and back-office configurations, location.  
 Performance in healthcare service organisations: quality, speed, flexibility, dependability and productivity.  
 Process management in healthcare service organisations: managing capacity, patient flows and material flows, lean management.  
 Innovation management in healthcare service organisations

**Initial competences**

This course builds on the competences of 'General Management and Organisation' and 'Introduction to Economics' of the program Master of Management and Policy in Healthcare.

## Final competences

- 1 To integrate the insights from different management areas (service management, operations management, marketing, HRM and innovation) in the critical analysis and explanation of complex management issues.
- 2 To use scientific knowledge in the critical appraisal of management issues in healthcare.
- 3 To use different paradigms in service and operations management sciences to explain complex management issues.
- 4 To acquire a good knowledge about the scientific service and operations management literature and being able to use primary sources.
- 5 To use management principles in understanding, analysing and solving complex problems.
- 6 To follow up and apply in a critical way new trends in management sciences.
- 7 To work in a team to solve a complex problem in the management sciences.

## Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment

## Conditions for exam contract

This course unit cannot be taken via an exam contract

## Teaching methods

Group work, Seminar, Lecture, Independent work

## Extra information on the teaching methods

The basic principle is teaching on-campus. These sessions will be recorded and streamed. This is the way of working for lectures, work sessions and exercises. We use in this course cases, articles and chapters of the handbook. This allows the student to acquire in an interactive way the knowledge on the different themes. This assumes a continuous preparation of (e.g.) the cases through guided self-study. The case studies also allow to bring in the international context. The students will also participate in the complex process of decision-making in service organisations by playing a business game. This is a group assignment which must be prepared on-line and will be played on-campus.

## Study material

Type: Handbook

Name: Service Management in Healthcare, 2023, uitgeverij Die Keure.

Indicative price: € 35

Optional: no

Language : English

Author : Paul Gemmel & Katrien Verleye & Bert Meijboom & Melissa De Regge

ISBN : 978-9-04864-757-6

Number of Pages : 164

Oldest Usable Edition : 2023

Online Available : No

Available in the Library : Yes

Available through Student Association : No

Usability and Lifetime within the Course Unit : regularly

Usability and Lifetime within the Study Programme : one-time

Usability and Lifetime after the Study Programme : occasionally

Type: Other

Name: Case studies and business game

Indicative price: € 30

Optional: no

Available on Ufora : No

Online Available : Yes

Available in the Library : No

Available through Student Association : No

Usability and Lifetime within the Course Unit : intensive

Usability and Lifetime within the Study Programme : one-time

Usability and Lifetime after the Study Programme : not

## References

Gemmel Paul, Van Looy Bart, Van Dierdonck Roland, Service Management: An Integrated Approach, Pearson Education, 2013.

**Course content-related study coaching**

On-line individual after an appointment

**Assessment moments**

end-of-term and continuous assessment

**Examination methods in case of periodic assessment during the first examination period**

Written assessment with open-ended questions

**Examination methods in case of periodic assessment during the second examination period**

Written assessment with open-ended questions

**Examination methods in case of permanent assessment**

Oral assessment, Peer and/or self assessment, Assignment

**Possibilities of retake in case of permanent assessment**

examination during the second examination period is not possible

**Extra information on the examination methods**

The final written exam covers the theory and the cases.

The non-periodical evaluation is based on a group presentation related to the business game, and the preparation of the cases.

**Calculation of the examination mark**

Periodical (end) evaluation: 60% of the points

Non-periodical evaluation : 40% of the points

The student have to participate at the periodic and non-periodic evaluation as condition to succeed for this course.

**Facilities for Working Students**

The tasks related to the non-periodical evaluation must be performed by work students.