



EVANGELISCHE HOCHSCHULE RHEINLAND-WESTFALEN-LIPPE
Protestant University of Applied Sciences

DEPARTMENT II: INCLUSIVE EDUCATION AND NURSING

Bachelor of Arts Programme in Health and Care Management

Module Handbook¹

Valid for students as of the winter semester 2020/2021

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Rechtliche Gültigkeit hat das Modulhandbuch ausschließlich in der deutschen Originalfassung. Die englische Übersetzung dient lediglich zur Orientierung.

The module handbook is legally valid only and exclusively in the original German version. The English translation merely serves as guidance and orientation.

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1. Objective of the study programme

The Bachelor of Arts Programme in Health and Care Management focuses on providing academic training for health-care personnel in middle and upper management. This course of studies equips eligible students from a variety of areas with the knowledge and skills that are needed to provide high-quality care and support in a healthcare system that is changing ever more rapidly. Increased competence in all areas enables management tasks to be optimised. This is relevant not only to academic work but also to means of communicating, business and legal constraints, ethical positions, and reflection on one's own leadership role in relation to managing group processes. A central goal of the programme is its concern with the continual transfer from theory to practice, and different instruments are used to ensure this. The knowledge gained through in-person attendance can be directly implemented in practice, e.g., through class assignments and by carrying out a practical project in the fifth semester that enables students to work on concrete problems in their own settings.

2. Structure of the study programme

The course of studies encompasses a total of eighteen modules, which are divided into six focus areas. The studies are organised so that each module and its corresponding final exam can be completed within two semesters. The number of exams remain relatively constant over the course of studies. In order to make it possible for people to study while maintaining some form of limited employment, the in-class teaching takes the form of monthly block courses.

3. Module overview

Bachelor of Arts Programme in Health and Care Management			
Module No.	Module	ECTS pts.	Hours/ week
1. Academic and methodological principles			
1.1	Self-management und academic work	6	6
1.2	Ethics	6	5
1.3	Empirical social research	6	4
2. Scientific foundations			
2.1	Fundamentals of health sciences	6	6
2.2	Nursing science fundamentals	6	6
2.3	Social science fundamentals	12	8
3. Health economics and law			
3.1	Health economics	6	4
3.2	Legal basics	12	6
4. Health and care management			
4.1	Basics of care management	12	6
4.2	Quality management systems	12	8
4.3	Operational control and its instruments	12	8
4.4	Special topics in management within healthcare	12	8
5. Human resources and organisational development			
5.1	Personnel management and development	12	8
5.2	The practice of personnel and personal development	12	6
5.3	Organisational development und health care structures	12	6
5.4	Interface-bridging care concepts	12	6
6. Course of study and final evaluation			
6.1	Practical project	12	3
6.2	Bachelor of Arts thesis	12	1

4. Sample course of studies (full-time)

Module		1st sem.	2nd sem.	3rd sem.	4th sem.	5th sem.	6th sem.	Total ECTS
1.1	Self-management und academic work	6						6
1.2	Ethics		6					6
1.3	Empirical social research			6				6
2.1	Fundamentals of health sciences	6						6
2.2	Nursing science fundamentals		6					6
2.3	Social science fundamentals	6	6					12
3.1	Health economics		6					6
3.2	Legal basics				12			12
4.1	Basics of care management	12						12
4.2	Quality management systems			12				12
4.3	Operational control and its instruments		6	6				12
4.4	Special topics in management within healthcare				12			12
5.1	Personnel management and development			6	6			12
5.2	The praxis of personnel management and development					12		12
5.3	Organisational development and health care structures					12		12
5.4	Interface-bridging care concepts					4	8	12
6.1	Practical project					2	10	12
6.2	Bachelor of Arts thesis						12	12
Total ECTS points		30	30	30	30	30	30	180
Contact hours/week		22	23	20	18	15	7	105
Number of exams		3	4	3	3	2	3	18

4. Sample course of studies (part-time)

Module		1st sem.	2nd sem.	3rd sem.	4th sem.	5th sem.	6th sem.	7th sem.	8th sem.	9th sem.	Total ECTS
1.1	Self-management und academic work	6									6
1.2	Ethics		6								6
1.3	Empirical social research			6							6
2.1	Fundamentals of health sciences			6							6
2.2	Nursing science fundamentals				6						6
2.3	Social science fundamentals				6	6					12
3.1	Health economics		6								6
3.2	Legal basics						12				12
4.1	Basics of care management	12									12
4.2	Quality management systems					12					12
4.3	Operational control and its instruments		6	6							12
4.4	Special topics in management within healthcare						12				12
5.1	Personnel management and development				6	6					12
5.2	The praxis of personnel management and development							12			12
5.3	Organisational development und health care structures							12			12
5.4	Interface-bridging care concepts								8	4	12
6.1	Practical project							2	10		12
6.2	Bachelor of Arts thesis									12	12
Total ECTS points		18	18	18	18	24	24	26	18	16	180
Contact hours/week		12	13	14	14	16	14	13	6	3	105
Number of exams		2	2	3	1	3	2	2	1	2	18

5. Forms of assessment

Module		Assessment form
1.1	Self-management und academic work	Term paper (15,000 characters) and presentation
1.2	Ethics	Term paper (18,000–22,500 characters) or portfolio
1.3	Empirical social research	Final examination (2 hours)
2.1	Fundamentals of health sciences	Presentation
2.2	Nursing science fundamentals	Term paper (18,000–22,500 characters)
2.3	Social science fundamentals	Final examination (3 hours)
3.1	Health economics	Short presentation with report
3.2	Legal basics	Final examination (3 hours)
4.1	Basics of care management	Final examination (3 hours)
4.2	Quality management systems	Final examination (3 hours) or term paper
4.3	Operational control and its instruments	Term paper (22,500–30,000 characters)
4.4	Special topics in management within healthcare	Portfolio
5.1	Personnel management and development	Portfolio
5.2	The praxis of personnel management and development	Portfolio
5.3	Organisational development and health care structures	Portfolio
5.4	Interface-bridging care concepts	Portfolio
6.1	Practical project	Term paper (22,500–30,000 characters) and presentation
6.2	Bachelor of Arts thesis	Thesis and colloquium

6. Module sheets

Abbreviations:

C = compulsory

E = elective

h = hours

L = lecture

P = project

S = seminar

T = tutorial

Notes

1. Courses are listed by way of example in the module descriptions, to lend transparency to how the module is constructed and internally structured.
2. In order to ensure equal treatment for students who are handicapped or chronically ill, students with a migrant background, and students confronting particular life challenges during their studies, it must be ensured that in well-founded exceptional cases, the student be given the opportunity to complete the modules in an appropriate manner. Fuller details are laid down in the Examination Regulations (§11, §14).

Bachelor of Arts Programme in Health and Care Management

Module 1.1: Self-management and academic work

Status Required	Workload 150 hrs	Credit points 6
Duration 1 semester	Semester 1st	Frequency every other semester

Applicability of the module: This module is also part of the Bachelor of Arts Programme in Nursing Science (Module 1.1).

Course prerequisites: none

Skills and qualification goals:

Students will master the principles of academic work, by learning to construct and organise the content of an academic paper and to research and use professional journals. They will acquire self-management skills to support them in adequately setting goals and scheduling their university studies. Students will learn how to put together presentations for specific target groups, and gain skills with regard to their own speaking and moderating styles.

In particular, students will acquire basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Principles of academic work
- Self-management methods
- Different forms of presentation and moderation

b. Practical skills:

- Research in scientific literature and use of academic journals
- Competence in reading and writing
- Development of logical argumentation
- Ability to present and moderate

2. Personal skills:

a. Social skills:

- Ability to persuade others
- Self-reflective competence in communication
- Ability to receive criticism

b. Individual skills:

- Organisational ability
- Assertiveness

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Representation and discussion of the principles of academic work
- Overview of the main self-management methods
- Tools and techniques for presentations
- Making personal appearances and dealing with nervousness

Courses	Teaching method	Status	Contact hours	Independent study
Course 1: Academic research and reading	seminar	required	2 hrs weekly (30 h)	20 h
Course 2: Academic writing and presentations	seminar	required	2 hrs weekly (30 h)	20 h
Course 3: Self-management and moderation	seminar	required	2 hrs weekly (30 h)	20 h

Requirements for credit points to be awarded: Term paper (15,000 characters) und presentation

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management		
Module 1.2: Ethics		
Status Required	Workload 150 h	Credit points 6
Duration 1 semester	Semester 2nd	Frequency every other semester
Applicability of the module: This module is suitable for the Bachelor of Arts Programmes in Social Work (Module 1.5), Religious Education and Diaconia (Module 1.5), Early Education (Module 4), Nursing Science (Module 1.2), and Health and Care Management (Module 1.2).		
Course prerequisites: none		

Skills and qualification goals :

Students are expected to achieve the following learning outcomes:

1. Professional skills:**a. Knowledge:**

- Students will be familiar with fundamental concepts and current problems in ethical decision-making.
- Students will know the Christian contributions and other contributions to the historical and current developments in welfare work.

b. Practical skills:

- Students will possess the hermeneutical competence to interpret both historical and current texts on philosophical and theological ethics, as well as to address concrete cases.
- Students will be able to apply working models, thought experiments, and logical reasoning to identify and analyse the normative and anthropological dimensions of their professional lives and societal frameworks in which they live.

2. Personal skills:**a. Social skills:**

- Students will be capable of recognising and reflecting on ethical conflicts, as well as achieving resolution through debate.
- Students will be able to differentiate between different levels of conflict, weigh ethical arguments, and formulate and justify a well-founded judgement.

b. Individual skills:

- Students will be able to articulate and reflect on their own motivation and personal perspectives about their future professional role.

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Elementary terminology and fundamental theoretical approaches in historical and present-day ethics
- Anthropological, theological und philosophical implications of professional social activities
- Historical developments in welfare, especially in the Christian culture of care
- Contemporary social and professional fields of conflict in ethics

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to ethics	seminar	required	3 hrs weekly (45 h)	30 h
Course 2: Theological, anthropological, societal und historical foundations of professional social activities	seminar	elective	2 hrs weekly (30 h)	45 h
Course 3: Material fields of conflict in ethics	seminar	elective	2 hrs weekly (30 h)	45 h
Requirements for credit points to be awarded: Term paper (18,000–22,500 characters) or portfolio				
Selection options: Students may choose between Course 2 und Course 3.				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 1.3 Empirical social research

Status Required	Workload 150 h	Credit points 6
Duration 1 semester	Semester 3rd semester	Frequency every other semester

Applicability of the module: This module is also part of the Bachelor of Arts Programme in Nursing Science (Module 1.3), and the Bachelor of Arts Programme in Inclusive Education (Module 14).

Course prerequisites: none

Skills, qualification goals:

The students will be know about with the central quantitative and qualitative methods of nursing research, as well as the corresponding data analysis techniques and their theoretical justification. Students will examine the paradigmatic aspects of qualitative and quantitative research and will be able to differentiate between one two. Students will understand central methodological terminology and will be able to classify methods for gathering, processing, and analysing data within the context of the research process.

1. Professional skills:

a. Knowledge:

- Knowing and understanding the scientific fundamentals and basic methods of qualitative and quantitative nursing research
- Knowing and understanding basic methodological aspects of qualitative nursing research
- Knowing and differentiating between research facilities in quantitative nursing research
- Recognising and having an overview of ethical problems in the the context of nursing research
- Fundamentals of statistics

b. Practical skills:

- Scientific theoretical grasp of research efforts
- Reflection on and differentiation of research methods and facilities
- Development of investigative instruments under guidance

2. Personal skills:

a. Social skills:

- Ability to reflect and reason on the basis of knowledge based on research methodology

b. Individual skills:

- Competence in handling information
- Problem-solving ability

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

From the field of quantitative nursing research:

- Methodological concepts (variables, quality criteria, random sample)
- Data collection methods (questionnaire, interview)
- Data analysis methods and instruments (SPSS software, descriptive statistics)

From the field of qualitative nursing research:

- Central principles of qualitative research
- Field of research
- Data collection methods (e.g., structured guideline-based interviews) and data analysis methods (e.g., content analysis)

Courses:	Teaching method	Status	Contact time	Independent study
Course 1 Qualitative social research	S	P	2 hrs weekly (30 h)	45 h
Course 2: Quantative social research	S	P	2 hrs weekly (30 h)	45 h

Requirements for credit points to be awarded: Written final examination (2 hours)

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 2.1 Fundamentals of health sciences

Status Required	Workload 150	Credit points 6
Duration 1 semester	Semester 1st	Frequency Every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will analyse the physical, psychological, and social conditions and causes for health, illness, and disability in different demographic groups, and will look at the resulting consequences for care-supply systems, health policies and management, health promotion and prevention. Students will become acquainted with questions and methods of public health research. They will be able to justify measures to improve health in both the public and business sectors on the basis of health science arguments, and also to develop those health measures using elements of project management.

In particular, students will acquire basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge and understanding

- Methods and results from the health sciences
with special consideration given to groups whose participation is at risk
- Healthcare system and health policies
- Public-health research
- Concepts in health promotion
- Fundamentals of project management

b. Use, application, and generation of knowledge

- Identification and analysis of problematic situations
- Planning and structure
- Conceptual design of health projects
- Development of health-promotion measures targeting specific groups
- Presentation of results

2. Personal skills:

a. Social skills:

- Reasoning ability
- Mediation skills
- Ability to work with others

b. Individual skills:

- Analytical ability
- Argumentation skills
- Planning ability

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Aims, fields of work, and central questions in the health sciences
- Concept of health, prevention, and health promotion
- Social and health inequality
- Epidemiological working method and indicators
- Health promotion for specific target groups and settings
- Project management techniques

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to health sciences	S	P	2 SWS/30h	20h
Course 2: Health promotion and prevention	S	P	2 SWS/30h	20h
Course 3: Project management in health promotion	S	P	2 SWS/30h	20h

Requirements for credit points to be awarded: presentation

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 2.2: Nursing science fundamentals

Status Required	Workload 150 h	Credit points 6
Duration 1 semester	Semester 2nd	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will gain insight into the state of nursing science and its significance in the context of science and practice. They will become acquainted with selected theories of nursing science and the significance of professional nursing care as well as guiding aspects, such as the observance of expert standards. Within the framework of the course, students will have come to know needs-appropriate nursing care and will be able to critically analyse nursing concepts that target specific groups, with regard to the question of need-based justice.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Theoretical foundations of nursing science
- Currently discussed topics in nursing science
- Role of nursing science in health policy discussions
- Concepts of professional action, evidence-based nursing, advanced nursing practice
- Standards, guidelines, assessments

b. Practical skills:

- Applying existing knowledge to current questions
- Ability to make judgments in complex and problematic situations
- Ability to critically analyse nursing needs, supply, and concepts

2. Personal skills:

a. Social skills:

- Reasoning ability
- Work in study groups

b. Individual skills:

- Ability to deal with criticism and analysis
- Argumentation skills
- A self-critical and reflective attitude

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- State of debate on theory in nursing science
- Evidence-based nursing
- Expert standards and guidelines in nursing and health care
- Work with selected target groups, e.g., dementia care, work with relatives

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to nursing science	S	P	2 SWS/30 h	20 h
Course 2: Concepts of professional nursing care	S	P	2 SWS/30 h	20 h
Course 3: Target groups and working areas in nursing	S	P	2 SWS/30 h	20 h

Requirements for credit points to be awarded: Term paper (18,000–22,500 characters)

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 2.3: Nursing science fundamentals

Status Required	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 1st–2nd	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will get to know and understand the essential sociological theories and be able to apply them to social, gerontological and nursing topics. They will be able to analyse and reflect upon sample problems with regard to the individual and societal conditions under which they formed. They will know the normative line of development of the German welfare state and the roots of the political-interest-based organisation of social policy. They will be familiar with both the problems and the systematics of the organisation of social security. Students will know and understand the essential concepts and applications of social psychology and gerontology. This will enable them to deal productively—i.e., taking into account possible manifest and latent side effects—with questions and problems that arise in later semesters, in the practical project und in future professional practice.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Theories and methods of sociology and social psychology
- Gerontological concepts and examples of care
- History and system of the welfare state in Germany
- Division of legislative competences (*Kompetenzordnung*) between the German Federation and the *Länder*
- Areas of activity in care and nursing, and international models, for the welfare state

b. Practical skills:

- Academic interpretation of examples taken from practice
- Application of normative reasoning to social needs
- Classification of legal measures against the background of historical and normative developments
- Qualification for academic work (literature review and analysis)
- Aptitude for well-founded professional reasoning

2. Personal skills:
- a. Social skills:
 - Ability to work in study groups
 - Reasoning ability
 - Ability to reflect in response to criticism
 - b. Individual skills:
 - Analytical ability
 - Development of personal learning strategies
 - Argumentation skills

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Interaction and social action
- Social inequality
- Norms and values
- Self-perception and perception of others
- Attitudes and attribution concepts
- Group processes
- Old-age life situations
- Living conditions in old age
- Social ties
- History of the welfare state and social policy in Germany
- Political field analysis aging/nursing

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to sociology	S	P	2 SWS/30 h	45 h
Course 2: Introduction to social policy	S	P	2 SWS/30 h	45 h
Course 3: Introduction to social psychology	S	P	2 SWS/30 h	45 h
Course 4: Introduction to gerontology	S	P	2 SWS/30 h	45 h

Requirements for credit points to be awarded: Final examination (3 hours)

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 3.1: Health economics

Status Required	Workload 150 h	Credit points 6
Duration 1 semester	Semester 2nd	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn the different structures in international healthcare. They will learn to identify health economics questions, analyse them with reference to the professional literature, and critically appraise the results.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Basic of health economics
- Possibilities for the structuring of healthcare systems in different countries

b. Practical skills:

- Familiarisation with selected areas of knowledge in health economics
- Critical evaluation of insights gained
- Evaluation of different international structures with respect to their compatibility with German structures

2. Personal skills:

a. Social skills:

- Reasoning ability

b. Individual skills:

- Analytical ability
- Capacity for reflection
- Ability to take a stand

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Health as a limited resource
- Instruments for cost-benefit analysis
- The German healthcare system by international comparison

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Health economics	S	P	2 SWS/30 h	45 h
Course 2: Healthcare systems in an international context	S	P	2 SWS/30 h	45 h
Requirements for credit points to be awarded: Short presentation with report				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 3.2: Legal basics

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 4th	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn the composition of the German legal system with special consideration of social law. They will know the relevant social legislation, and be in the position to recognize the legal context of practical matters and judge practical examples in a legally correct manner. They will know the current debates surrounding social law and are able to take well-reasoned positions.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Composition of the German (social) legal system
- Social laws, in particular SGB V, IX, XI and XII
- Controversies in social law
- Labour and collective bargaining law
- Liability law
- Basics of guardianship law

b. Practical skills:

- Professional handling of laws and legal decisions
- Case-related use of legal knowledge

2. Personal skills:

a. Social skills:

- Reasoning ability
- Ability to mediate

b. Individual skills:

- Ability to think juridically
- Capacity for reflection

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Laws governing the professions, with emphasis on labour and collective bargaining law
- Liability law
- Laws concerning guardianship and custody
- Patient rights, including civil and criminal protective regulations
- Social security law

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Social laws and legislation	S	P	2 SWS/30 h	70 h
Course 2: Basics of health and care laws	S	P	2 SWS/30 h	70 h
Course 3: Basics of labour law	S	P	2 SWS/30 h	70 h
Requirements for credit points to be awarded : Final examination (3 hours)				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 4.1: Basics of care management

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 1st	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals, learning outcomes:

Students will understand economic connections, recognize economic questions and utilise the necessary information to design a process to deliver services oriented toward patients or residents.

Students will know the relevant societal and organisational forms and will be in the position identify and assess to the formal and informal structures of facilities, and to initiate or guide the necessary processes of change in a proper and employee-friendly way that also involves an increase in organisational efficiency.

Students will be able to construct systematic marketing tailored to a specific facility and corresponding target groups, to identify changing market demands, and based upon these efforts to initiate and monitor the appropriate measures to engage in dialogue with the stakeholders.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Fundamental principles of economic activity
- Economic management of the facility
- Constituent decisions in facilities
- Organisational structures and how they change
- Target-group-specific marketing in health and care facilities
- Fundamentals of financing

b. Practical skills:

- Ability to reflect on enterprise-specific economic questions and to independently arrive at approaches that lead to solutions
- Participation in organisational processes of change
- Construction of systematic marketing for a specific facility
- Analysis of financing for a facility

2. Personal skills:

a. Social skills: – Ability to work with others – Reasoning ability b. Individual skills: – Analysis and decision-making ability – Competence in planning and in setting goals				
Course content: The skills and goals listed above will be illustrated concretely by way of example through the following course content: – Basics of business management – Management models – Agency structures – Structural and procedural organisation – Organisational theories – Marketing strategies and concepts – Public relations – Corporate identity				
Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to care management	S	P	2 SWS/30 h	70 h
Course 2: Organisation und Organisational development	S	P	2 SWS/30 h	70 h
Course 3: Marketing und public relations	S	P	2 SWS/30 h	70 h
Requirements for credit points to be awarded: Final examination (3 hours)				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 4.2: Quality management systems

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 3rd	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will know the significance and the fundamentals of quality management systems and the most important quality management systems used in Germany (e.g., EFQM, DIN EN-ISO, KTQ) as well as the relevant legal conditions. They will be able to tailor a quality management system to the specific demands and needs of a facility and develop the appropriate procedures in an exemplary way. Through the use of process and risk management, students will be in the position to identify and develop quality-improving measures.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Fundamentals of quality management
- Quality management systems
- Process analysis and optimisation
- Basics of risk and error management

b. Practical skills:

- Development of facility-specific quality goals and implementation of quality-management systems
- Proper analysis and optimisation of processes
- Conceptualisation of risk management

2. Personal skills:

a. Social skills:

- Management and consulting ability
- Self-reflective competence in communication
- Ability to persuade others

b. Individual skills:

- Analytical ability
- Competence for project work
- Assertiveness

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Overview of the most important quality management systems
- Introduction and Implementation of quality management in practice
- Changes through process optimisation
- Certification systems in risk and error management

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Introduction to quality management	S	P	2 SWS/30 h	45 h
Course 2: Quality management systems	S	P	2 SWS/30 h	45 h
Course 3: Process management	S	P	2 SWS/30 h	45 h
Course 4: Risk management	S	P	2 SWS/30 h	45 h

Requirements for credit points to be awarded: Final examination (3 hours) or term paper

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 4.3: Operational control and its instruments

Status Required	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 2nd–3rd	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will identify business management problems, and use essential instruments for operational and strategic controlling, as well as cost accounting and service accounts, to identify, prepare, and analyse the necessary information inside and outside of the company in order to put that information to use in the economic guidance and further development of departments, organisational units, and facilities.

Students will know the basics of business accounting; interpret balance sheets; identify, properly allocate and appraise movements of funds; and use the die accrued information to design actions to provide care.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Basics of financing, financial planning, and lending
- Strategic concepts, analysis, and instruments for strategy development and implementation
- Instruments for operational and strategic controlling
- Basics of external accounting
- Cost accounting and service accounts

b. Practical skills:

- Implementation of cost accounting and service accounts
- Analysis of operational weaknesses
- Use of appropriate controlling instruments
- Use of instruments for strategic analysis, goal-setting, and implementation of strategy

2. Personal skills:

a. Social skills:

- Ability to work with others
- Ability to persuade others
- Problem-solving abilities
- Assertiveness

b. Individual skills:

- Analytical ability
- Planning competence

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Financial management of social organisations
- Financing and financial planning
- Cost accounting and service accounts
- Strategic and operational controlling
- Strategic management instruments
- Balance and financial statements

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Business management for social organisations	S	P	2 SWS/30 h	45 h
Course 2: Accounting basics	S	P	2 SWS/30 h	45 h
Course 3: Controlling	S	P	2 SWS/30 h	45 h
Course 4: Cost accounting and service accounts	S	P	2 SWS/30 h	45 h

Requirements for credit points to be awarded: Term paper (22,500 - 30,000 characters)

Selection options: none

Compensation options: none

Bachelor of Arts Programme in Health and Care Management

Module 4.4: Special management topics in healthcare

Status Required	Workload 300 h	credit points 12
Duration 1 semester	Semester 4th semester	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn about financing health and care facilities, and will be able to recognise financial management problems, to assess the consequences, and initiate, guide, and monitor the necessary measures to financially secure the organisation. Students will understand the significance of projects as success factors for organisational change in health and care facilities; they are capable of independently initiating and implementing projects as instruments of change, and in particular of developing and initiating an idea for a practical project.

Students will become familiar with management control instruments; will be able to set up, implement, and interpret the necessary indicator system in a professionally correct way that is relevant to the success of the organisation; and will be able to initiate the required management control measures.

Students will recognise strategic connections, know the strategic planning process, be capable of independently formulating strategic ideas, and implement them using appropriate planning instruments and methods.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Basics of financing health and care services
- Project-oriented development of structures
- Management control

b. Practical skills:

- Financial state of affairs analysis
- Analysis and identification of problems and weaknesses
- Use of projects as success factors for organisational change
- Aufbau and use of suitable instruments for management control

2. Personal skills:

a. Social skills:

- Ability to work with others
- Ability to persuade others
- Problem-solving abilities
- Assertiveness

b. Individual skills:

- Analytical ability
- Competence in planning

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Financing of health and care services
- Project and change management
- Management control instruments
- Strategic concepts
- Instruments for strategy development

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Financing of health and care services	S	P	2 SWS/30 h	45 h
Course 2: Project-oriented structural development	S	P	2 SWS/30 h	45 h
Course 3: Management control	S	P	2 SWS/30 h	45 h
Course 4: Strategic Management	S	P	2 SWS/30 h	45 h

Requirements for credit points to be awarded : Portfolio

Selection options: none

Compensation options: none

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Module 5.1: Personnel management and development

Status Required	Workload 300 h	credit points 12
Duration 2 semesters	Semester 3rd–4th semester	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn the theoretical foundations of personnel management and development, are able to apply this knowledge to management situations, to recognise questions of personnel management in specific situations, and to solve them in goal- and personnel-oriented manner.

Students will know the most important methods and instruments for personnel development, can analyse personnel development needs, and can initiate, monitor, and evaluate the measures necessary for employee-oriented development.

Students will be able to reflect upon their own leadership conduct from a managerial point of view and evaluate it from an ethical point of view. They are capable of training coworkers in a theory-driven and methodologically sound way, and to support them in their personal development.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Fundamentals and methods of personnel management
- Management theories and instruments
- Personnel development goals, instruments, and approaches

b. Practical skills:

- Analysis and reflection of management situations
- Motivation of coworkers
- Analysis of qualitative and quantitative personnel needs
- Conceptualisation and use of methods in personnel development
- Knowledge management

2. Personal skills:

a. Social skills:

- Ability to work with others
- Ability to persuade others
- Motivational ability
- Goal orientation

b. Individual skills:

- Analytical ability
- Competence as a discussion partner
- Capacity for reflection

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Basics of personnel management
- Management theories and instruments
- Basics of personnel development
- Diversity management
- Coaching process
- Self-perception and reflecting on relationships

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Personnel management	S	P	2 SWS/30 h	45 h
Course 2: Personnel development	S	P	2 SWS/30 h	45 h
Course 3: Management ethics	S	P	2 SWS/30 h	45 h
Course 4: Coaching	S	P	2 SWS/30 h	45 h

Requirements for credit points to be awarded: Portfolio

Selection options: none

Compensation options: none

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Module 5.2: The praxis of personnel management and development

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 5th semester	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will be able, within the framework of transformative processes, to identify the stakeholder groups that are relevant to the organisation, and through the use of the instruments of professional communication, to analyse and work on their needs for information and participation.

Students will be able to analyse the personnel management and personnel development tasks that arise and with the help of the knowledge they have gained, will be able to tackle them in a way that is specific to the situation, communicative, and goal- and coworker-oriented.

Students will be able to recognise and deal with problematic situations (e.g., conflicts, burn-out, motivational problems, differences) in a theory-driven and practical manner.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Approaches to professional communication
- Personnel management and personnel development methods
- Specific problem situations in personnel management and personnel development

b. Practical skills:

- Professional communication
- Identification and treatment of problematic situations in personnel management and personnel development
- Situationally correct response to coworker problems
- Use of methods to solve problems and conflicts in personnel management and personnel development

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2. Personal skills:

a. Social skills:

- Ability to work with others
- Ability to persuade others
- Motivational ability
- Goal orientation

b. Individual skills:

- Communications ability
- Methodological competence
- Situational reflexivity
- Self-critical and self-confident attitude

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Fundamentals of communication
- Analysis of stakeholder groups and their needs for information and participation
- Holding discussions to deal with criticism and problems
- Basics of personnel management
- Personnel development processes and methods
- Motivation of coworkers
- Perception of self and perception of others

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Communication with stakeholder groups	S	P	2 SWS/30 h	70 h
Course 2: Personnel management praxis	S	P	2 SWS/30 h	70 h
Course 3: Personnel development praxis	S	P	2 SWS/30 h	70 h

Requirements for credit points to be awarded: Portfolio

Selection options: none

Compensation options: none

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Module 5.3: Organisational development and health care structures

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 5th semester	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn methods, theories and areas of application of occupational psychology (*Arbeits- und Organisationspsychologie*) and analyse, interpret, and appraise phenomena in connection with the workplace and the organisation.

Students will analyse, in ways appropriate to the situation, the needs for development and change within organisations; students will be familiar with the most important consulting and development methods and will be able to utilise them thoughtfully in concrete situations.

Students will be able to identify developmental processes in organisations from the perspective of the organisational consultant and of systematically solving the problems and resistance that arise. Students will be familiar with the health-care delivery structures, will know the priority needs in the healthcare system and will be capable of addressing them using care management approaches.

Students will acquire capabilities to implement these measures in a specific setting and corresponding practical routines. From the point of view of dissemination, students will also be capable of deriving and sustainably propagating innovations for the praxis of care.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Basics and methods of occupational psychology
- Concepts of organisational change
- Basics of organisational consulting and analyses
- Organisational development and change management methods
- Problem situations and obstacles in organisational development
- Health care structures in the healthcare system

- New approaches to care, e.g., integrated care and care management
- b. Practical skills:
 - Recognition and treatment of problems
 - Planning and elaboration of alternative actions
 - Situationally correct response to coworker problems
 - Deployment of methods for problems and conflicts in organisational development
 - Coordination and management of processes of change
- 2. Personal skills:
 - a. Social skills:
 - Ability to work with others
 - Ability to persuade others
 - Motivational ability
 - Goal orientation
 - b. Individual skills:
 - Competence as a discussion partner
 - Methodological competence
 - Situational reflexivity

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Organisational change
- Organisational analysis
- Organisational design instruments
- Change management
- Interaction and management
- Teamwork and team development
- Special demands on care organisations

Courses:	Teaching method	Status	Contact time	Independent study
Course 1: Occupational psychology	S	P	2 SWS/30 h	70 h
Course 2: Organisational development	S	P	2 SWS/30 h	70 h
Course 3: Organisational consulting	S	P	2 SWS/30 h	70 h
Voraussetzungen für die Vergabe von Credit points : Portfolio				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 5.4: Interface-bridging care concepts

Status Required	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 5–6	Frequency every other semester

Applicability of the module:

Course prerequisites: none

Skills and qualification goals:

Students will learn about the structures, tasks, and functioning of the German public health service (*öffentlicher Gesundheitsdienst, ÖGD*) and the municipal facilities of the local public health authority (*Gesundheitsamt*). Students will be able to do social reporting (*Sozialberichterstattung*), i.e., to register and analyse the needs for development and change in the (municipal) care-supply systems down to rather small scales. They will know integrating approaches to health care strategies and the related measures of case management (*Einzelfallsteuerung*), interprofessional cooperation, networking, and local care management .

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Public health service and municipal facilities of the local public health authority
- Process and methods for (municipal) social reporting
- Approaches to social space analysis, neighbourhood social work and participative development of services
- Methods for networking and interprofessional cooperation
- Integrated and integrating case and care management

b. Practical skills:

- Identification and treatment of needs and problems in care-supply systems
- Situationally correct response to supply problems
- Use of methods to develop case-by-case care arrangements and local care-supply systems

2. Personal skills:

a. Social skills:

- Ability to work with others
- Ability to persuade others
- Motivational ability
- Goal orientation

b. Individual skills: – Competence as a discussion partner – Methodological competence – Situational reflexivity				
Course content: The skills and goals listed above will be illustrated concretely by way of example through the following course content: – Characteristic features of local care-supply systems – Structure and functioning of the German public health service and the local public health authority – Social reporting – Approaches to integrated and integrating provision of care and care management – Social space analysis – Special demands on small-scale care management				
Courses:	Teaching method	Status	Contact time	Independent study
Course 1: German public health service	S	P	2 SWS/30 h	70 h
Course 2: Neighbourhood approaches incl. social space analysis	S	P	2 SWS/30 h	70 h
Course 3: Case and care management	S	P	2 SWS/30 h	70 h
Requirements for credit points to be awarded : Portfolio				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 6.1: Practical project

Status Required	Workload 300 h	Credit points 12
Duration 2 semesters	Semester 5–6	Frequency every other semester

Applicability of the module: This module is also part of the Bachelor of Arts Programme in Nursing Science (Module 7.1).

Course prerequisites: Successful completion of Modules 1–3

Skills and qualification goals, learning outcomes:

Students will develop the conception of a well-defined, academically grounded practical project (normally in the context of a larger research or development project) and carry out the practical project in an organisation belonging to the social or public health services. They will put the academic knowledge they have gained to the practical test and modify that knowledge on the basis of the experience of the practical project. The content of the practical project will be determined by the specific tasks that the students set for themselves.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Contents and methods of the specific practical project
- Embedding projects into an organisation
- Planning and implementation of a concrete project

b. Practical skills:

- Development of a plan for a practical project
- Project development and implementation
- Communicative achievement of project goals
- Dealing with disruptive elements/problems

2. Personal skills:

a. Social skills:

- Competence in communication
- Ability to persuade others
- Ability to mediate

b. Individual skills:

- Competence in planning and conceptualisation
- Decision-making ability
- Reflexive dealing with disturbances

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Project organisation
- Goal-finding methods
- Completion of a project within an institution
- Presentation of project results

Courses:	Teaching method	Status	Contact time	Independent study
Practical project support	S	P	1 SWS/15 h	30 h
Practical project	S	P	2 SWS/30 h	225 h
Requirements for credit points to be awarded: Term paper (22,500–30,000 characters) und presentation				
Selection options: none				
Compensation options: none				

Bachelor of Arts Programme in Health and Care Management

Module 6.2: Bachelor of Arts thesis

Status Required	Workload 300 h	Credit points 12
Duration 1 semester	Semester 6th	Frequency every other semester

Applicability of the module:

Course prerequisites: proof of having achieved 120 credit points

Skills and qualification goals, learning outcomes:

Students will work on an academic topic and present their results in the form of an academic paper Arbeit (Bachelor's thesis). Thus they will show that they are able to successfully employ academic theories and methods in an application-oriented and praxis-relevant manner. In the thesis defence (colloquium), they will demonstrate that they can put forward their results in a reasoned way.

In particular, students will acquire both basic knowledge and skills in the following areas:

1. Professional skills:

a. Knowledge:

- Content of the particular thesis topic

b. Practical skills:

- Planning and completion of an academic thesis
- Time management and meeting of the assigned deadlines
- Dealing with disruptions

2. Personal skills:

a. Social skills:

- Reflexive ability to engage in discourse
- Ability to persuade others

b. Individual skills:

- Academic work
- Competence in planning and conceptualisation
- Constructive dealing with disruptions

Course content:

The skills and goals listed above will be illustrated concretely by way of example through the following course content:

- Treatment of a praxis-relevant question

Courses:	Teaching method	Status	Contact time	Independent study
Thesis support	S	P	1 SWS/15 h	15 h
Bachelor of Arts thesis		P		270 h

Requirements for credit points to be awarded: Bachelor of Arts thesis and colloquium

Selection options: none

Compensation options: none