



Course: Health management

Course Coordinator: Vlatka Debeljak, DMD, PhD, Full Professor

Course Collaborators:

Department: Department of Prosthodontics

Study program: University Integrated Undergraduate and Graduate Study of Dental Medicine
(in English)

Study year: 5th

Academic year: 2025/2026.

SYLLABUS

Course description (a brief description of the course, general instructions, where and in what form the lessons are organized, necessary equipment, instructions for attendance and preparation for classes, student obligations, etc.):

The Health Management course is a mandatory course at the 5th year of the Integrated Undergraduate and Graduate University Study of Dental Medicine, and consists of 15 academic hours of lectures, 15 academic hours of seminars and workshops. The course is held in the premises of the pre-clinical training room at Krešimirova 42.

Course instructor is Vlatka Debeljak, DMD, PhD, Full Professor.

The goals of the course are:

1. familiarization with the need for a multidisciplinary approach to health care in terms of the application of professional medical knowledge and knowledge necessary for leading and managing the health care system, its subsystems, institutions and personnel
2. pointing out the importance and gaining insight into the planning, operation and management of resources in healthcare, i.e. applications to healthcare management
3. familiarization with the terms and meaning of management skills (managerial skills)
4. familiarization with the way and the possibility of applying managerial skills in everyday professional work

Course content:

The areas of health financing, health legislation, differences in the functioning and management of different health institutions, management of health systems and subsystems, application of implementation and quality control in health care will be covered. Students will gain basic knowledge about managerial skills - communication, application of innovations, introduction of changes, motivation and self-esteem. Furthermore, the goal is to show students the practical



application of managerial skills based on real experiences, as well as the current situation in health care, considering the peculiarities of our environment.

Conducting classes:

Teaching will be conducted in the form of lectures, seminars, workshops and independent assignments. The estimated duration of the course is a total of 3 weeks. Teachers discuss the specifics of individual seminars with students. At the end of the class, there will be a written test. By completing all teaching activities and taking the final exam, the student earns 1 ECTS point.

Attending classes

Attendance at all forms of teaching is mandatory. A student may be excused for missing a total of 30% of classes. Classes are held at the prescribed time and it is not possible to enter after the teacher has entered. It is not allowed to bring food and drinks to the class and unnecessary entering/leaving the class. It is forbidden to use mobile phones during class as well as during tests. Absences from seminars and practicals must be made up in agreement with the group teacher.

Seminar paper

Seminar paper must be created using a computer (with spelling and grammar checked) and submitted first in electronic form. Only after an agreement with the assistant - group teacher will the paper be printed and/or presented publicly. Copies of other people's papers are not allowed, but the use of certain parts is allowed with proper citing the source.

Academic integrity

Respect for the principle of academic integrity is expected from both teachers and students in accordance with the Code of Ethics of the University of Rijeka (http://www.uniri.hr/hr/propisi_i_dokumenti/eticki_kodeks_svri.htm).

Contacting teachers

Contact with teachers is made in the time provided for it (consultations). Students will receive all information related to the course in the introductory lecture and will be able to find it on the bulletin board and on the website of the Department of Dental Prosthetics.

Assigned reading:

1. Lectures
2. Buchbinder S., Shanks N. Introduction to Health Care Management. Jones&Bartlett Publishers, 2011.
3. Balen S. Priručnik Menadžment u zdravstvu. Sveučilište u Rijeci; Medicinski fakultet Rijeka i Osijek; Osijek 2012.
4. Robert Heller, Priručnik za menadžere, Profil International, Zagreb, 2003.
4. Velimir Srića, Inventivni menadžer u 100 lekcija, Znanje, Zagreb, 2003.

Optional/additional reading:

1. Tudor, G., Srića, V. Menadžer i pobjednički tim. M.E.P. Consult, Zagreb, 2014.



2. Hunjet, A., Kozina, G. Osnove poduzetništva. Sveučilište Sjever, Koprivnica, 2014.
3. Škrtić, M., Primorac, D. Mikić, M. Od ideje do realizacije poduzetničkog projekta. Sveučilište Sjever, Koprivnica, 2015.
4. Škrtić, M., Mikić, M. Poduzetništvo. Sinergija, 2006.

COURSE TEACHING PLAN:

The list of lectures (with topics and descriptions):

L1. Introduction to the subject and historical review. Health systems

Expected learning outcomes:

Get to know the purpose of the Health Management course.

Get to know and acquire knowledge about the historical facts of the development of Management in healthcare.

L2. Personal, interpersonal and communication skills.

Expected learning outcomes:

Explain the importance of self-concept and the importance of self-assessment.

Acquire knowledge and know how to clearly define personal, interpersonal and communication skills.

L3. Career and people management. Managing yourself.

Expected learning outcomes:

Describe teamwork and types of teams.

Differentiate between career management and argue for work delegation.

L4. Financial management

Expected learning outcomes:

Describe the financial management system in different types of health care institutions.

Differentiate between types of financial reports.

L5. Conflict management

Expected learning outcomes:

Compare the types of conflicts.

Explain conflict management style and negotiation skills.

Argue how to conduct successful negotiations.

L6. Medical law and ethics.

Expected learning outcomes:

Analyze problem management and decision making.

Differentiate decision-making models and their circumstances.

L7. Specificities of management in medicine

Expected learning outcomes:



Define healthcare systems and how to manage them successfully.
Describe the specifics of health systems and how to manage them successfully.
Describe the organization of health systems in the Republic of Croatia.

L8. Specificities of management in dental medicine

Expected learning outcomes:
Define the purpose of management in dental medicine

The list of seminars with descriptions:

S1. Job interview

Expected learning outcomes:
Describe the way to prepare for a job interview and the best way to present yourself.
Argue different styles of non-verbal communication and their effectiveness in your own presentation.

S2. Financing in health and dental medicine

Expected learning outcomes:
To analyze the ways of financing in healthcare and especially in dental medicine.
Define the rights and obligations of the insured.

S3. How to open a dental office, polyclinic, trading company

Expected learning outcomes:
Define the method of opening a dental office, polyclinic and trading company.
Describe what is needed to open them and the legal regulations.

S4. Marketing in dental medicine

Expected learning outcomes:
Describe what are the methods of adequate marketing in dental medicine and where does the doctor of dental medicine stand in relation to HKDM and legal regulations, and what are the permitted methods of advertising.

S5. Management of a dental polyclinic and/or clinic

Expected learning outcomes:
Explain the way of running a polyclinic and/or clinic.
Define the goals set by the owner, director and employee in the entire business chain.

S6. Effective presentation

Expected learning outcomes:
Describe how to make an effective presentation.
Differentiate between the types of presentations and their effectiveness based on the way they are performed.

S7. Minimization of stress in business

Expected learning outcomes:



Describe ways to minimize stress.

To analyze the mechanisms that lead to stress and the ways in which stress can be reduced to the smallest possible extent.

S8. Business literacy

Expected learning outcomes:

Describe the ways and possibilities of business literacy.

Students' obligations:

Students are obliged to regularly attend and actively participate in all forms of classes with the practical performance of all prescribed tasks.

Assessment (exams, description of written / oral / practical exam, the scoring criteria):

Student evaluation is carried out according to the valid Rulebook on Studies of the University of Rijeka. The students' work will be evaluated during the course and in the final exam. Students are graded using the ECTS (A-F) and numerical system (1-5). Grading in the ECTS system is carried out by absolute distribution.

During the semester and the exam, students will be able to collect a maximum of 100 grade points (a maximum of 70 grade points during classes and a maximum of 30 grade points during the final exam).

During classes, a student can collect a maximum of 70 grade points.

Students who accumulate less than 35 grade points during the semester are graded F (fail).

I. During the class, the following are evaluated (maximum 70 points):

- a) class attendance (up to 10 points)
- b) seminar paper (up to 50 points)
- c) class activity (up to 10 points)

a) Attending classes (up to 10 points)

A student can miss 30% of classes just for health reasons, which is justified by a doctor's excuse.

Attendance at lectures and seminars is mandatory.

If a student, excused or unjustified, misses more than 30% of classes, he cannot continue following the course and loses the opportunity to take the final exam. With this, he collected 0 ECTS points and was graded F.

Grading of class attendance (lectures and seminars) will be done in the following way:

% attendance	grade points
70 - 85	5



86 - 100

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b) Seminar work (up to 50 points)

Seminar papers must be presented orally with the support of Microsoft office, power point presentation.

During the seminar, the leader evaluates the acquired knowledge and skills of each student and assigns points in the following way:

grade	Grade points
2	30
3	35
4	42,5
5	50

Who can take the final exam:

Students who have obtained more than 50 points during the course must take the final exam, where they can obtain a maximum of 30 points.

Students who have obtained 40-50 points during the course (belonging to the FX category) can take the final exam, with the fact that they have to make up 0-10% of the grade and according to the Regulations, they can only get a grade of 2E.

Who cannot take the final exam:

Students who have earned less than 40 points during classes do not have the right to sit for the final exam (they enroll in the fourth-year course).

The final exam is a written exam. It carries 30 evaluation points (range 15-30).

Success in the final exam is converted into grade points as follows:

grade	Grade points
1	0
2	15
3	20
4	25
5	30



In order to pass the final exam and the final evaluation (including the addition of previously achieved evaluation points during classes), the student must be positively evaluated on the final exam and achieve a minimum of 15 evaluation points (50%).

Grading in the ECTS system is done by absolute distribution, that is, based on the final achievement:

5A – 90 - 100% points

4B – 75 - 89.9%

3C – 60 – 74.9%

2D -- 50 - 59.9%

1F – 0 - 49.9%

Grades in the ECTS system are translated into a numerical system as follows:

A = excellent (5)

B = very good (4)

C = good (3)

D = enough (2)

E= insufficient (1)

Other important information regarding to the course:

Any use of another's text or other form of author's work, as well as the use of ChatGPT or any of another tool whose functionality is based on artificial intelligence technology, without clear and unambiguous citation of sources, is considered a violation of someone else's copyright and the principle of academic integrity and represents serious violation of student obligations, which entails disciplinary responsibility and disciplinary measures accordingly Rulebook on disciplinary responsibility of students.

Consultation time: on agreement.

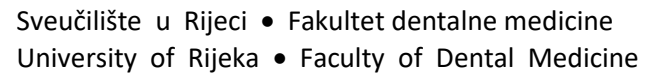


COURSE SCHEDULE (for the academic year 2024/2025)

Date	Lectures (time and place)	Seminars (time and place)	Practicals (time and place)	Instructor
28.10.2025.	L1 (14,45-16,00) Krešimirova 42			Vlatka Debeljak, PhD, Professor
28.10.2025.		S1-4(16,00-19,00) Krešimirova 42		Vlatka Debeljak, PhD, Professor
04.11.2025.	L2-5 (14,45-19,15) online			Vlatka Debeljak, PhD, Professor
11.11.2025.	L6-8 (14,45-17,15) Krešimirova 42			Vlatka Debeljak, PhD, Professor
11.11.2025.		S5-8 (17,15-19,00) Krešimirova 42		Vlatka Debeljak, PhD, Professor

List of lectures, seminars and practicals:

	LECTURES (Topics)	Teaching hours	Location/Lecture room
L1.	Introduction to the subject and historical review. Health systems	2	Vlatka Debeljak, PhD, Professor
L2.	Personal, interpersonal and communication skills.	2	Vlatka Debeljak, PhD, Professor
L3.	Career and people management. Managing yourself.	2	Vlatka Debeljak, PhD, Professor
L4.	Financial management	2	Vlatka Debeljak, PhD, Professor
L5.	Conflict management	2	Vlatka Debeljak, PhD, Professor
L6.	Medical law and ethics	2	Vlatka Debeljak, PhD, Professor
L7.	Minimization of stress in business	2	Vlatka Debeljak, PhD, Professor
L8.	Specificities of management in dental medicine	1	Vlatka Debeljak, PhD, Professor
	TOTAL TEACHING HOURS	15	



	SEMINARS (Topics)	Teaching hours	Location/Lecture room
S1.	Job interview	1	Vlatka Debeljak, PhD, Professor
S2.	Financing in health and dental medicine	2	Vlatka Debeljak, PhD, Professor
S3.	How to open a dental office, polyclinic, trading company	2	Vlatka Debeljak, PhD, Professor
S4.	Marketing in dental medicine	2	Vlatka Debeljak, PhD, Professor
S5.	Management of a dental polyclinic and/or clinic	2	Vlatka Debeljak, PhD, Professor
S6.	Effective presentation	2	Vlatka Debeljak, PhD, Professor
S7.	Minimization of stress in business	2	Vlatka Debeljak, PhD, Professor
S8.	Business literacy	2	Vlatka Debeljak, PhD, Professor
	TOTAL TEACHING HOURS	15	

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	FINAL EXAM DATES
1.	25.11.2025.
2.	18.12.2025.
3.	17.02.2025.

	Lectures	Seminars	Practicals	Total
Total number	15	15	0	30
On-line	8	0	0	8
Percentage	55	0	0	26