

Education and Examination Regulations 2017-2018 for the Master of Science programme *Healthcare Policy, Innovation and Management* of the Faculty of Health, Medicine and Life Sciences, Maastricht University, in accordance with Article 7.13 of the Dutch Higher Education and Scientific Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek, WHW*)

These regulations have been determined by the Dean of the Faculty of Health, Medicine and Life Sciences after acquired advice of the Programme Committee (*Opleidingscommissie*) and after acquired consent from or hearing by the Faculty Council (*Faculteitsraad*) on May 16, 2017.

Contents:

SECTION 1	<u>GENERAL PROVISIONS</u>	3
Article 1.1	Applicability of the regulations	3
Article 1.2	Definitions	3
SECTION 2	<u>ADMISSION</u>	4
Article 2.1	Responsibilities	4
SECTION 3	<u>CONTENT AND STRUCTURE OF THE PROGRAMME</u>	4
Article 3.1	Aim of the programme	4
Article 3.2	Form of the programme	4
Article 3.3	Language of instruction	4
Article 3.4	Communications and announcement of decisions	4
Article 3.5	Study load	5
Article 3.6	Content of the programme	5
Article 3.7	Electives	5
Article 3.8	Flexible programme and flexible master	5
Article 3.9	Examination	5
SECTION 4	<u>EDUCATION</u>	5
Article 4.1	Courses; composition; actual design	5
Article 4.2	Attendance and best-efforts obligation	5
SECTION 5	<u>ASSESSMENT</u>	6
Article 5.1	General	6
Article 5.2	Grades	6
Article 5.3	Order of exams	6
Article 5.4	Scheduling and frequency of the exams	6
Article 5.5	Form of the exams	6
Article 5.6	Oral exams	6
Article 5.7	Written assignments and thesis	7
Article 5.8	Placement	7
Article 5.9	Determination and announcement of exam results	7
Article 5.10	Right of inspection	7
Article 5.11	Registration of courses	7
Article 5.12	Period of validity	8
Article 5.13	Invalidation of exams	8
Article 5.14	Retention period for tests	8
Article 5.15	Exemption	8
Article 5.16	Fraud	8
Article 5.17	Unsuitability (<i>Iudicium abeundi</i>)	8
SECTION 6	<u>EXAMINATION</u>	9
Article 6.1	Examination	9
Article 6.2	Degree	9
Article 6.3	Certificate and statements	9
Article 6.4	Right of appeal	10

SECTION 7	<u>STUDY GUIDANCE</u>	10
Article 7.1	Study progress administration	10
Article 7.2	Study guidance	10
SECTION 8	<u>TRANSITIONAL AND FINAL PROVISIONS</u>	10
Article 8.1	Amendments	10
Article 8.2	Notice	10
Article 8.3	Evaluation	10
Article 8.4	Unforeseen cases/safety net scheme	11
Article 8.5	Effective date	11
Appendix 1:	Aim of the programme	12
Appendix 1:	The structure of the programme, including the ECTS	14

SECTION 1 GENERAL PROVISIONS

Article 1.1 Applicability of the regulations

1. These regulations apply to the education, exams and the examinations of the Master of Science programme in Healthcare Policy, Innovation and Management, hereafter referred to as 'the programme'. The programme is provided by the Faculty of Health, Medicine and Life Sciences of Maastricht University, hereafter referred to as 'the faculty'.
2. These regulations apply to all students who participate in the programme in the academic year 2017-2018 and replace, in principle, all other regulations.
3. The replacement of the former regulations by these new ones may not disadvantage students that started the programme when former regulations were applicable. In cases where the new regulations disadvantage students, the old regulations are applicable.
4. Contrary to the content of article 1.1 sub 2 and 3, the educational programme which was valid at the moment that the student started with the educational programme, including the exams, is still applied for the student.
5. These regulations also apply to students from other programmes, faculties or institutions of higher education, insofar as they follow components of the programme to which these EER apply.
6. For components of the programme that students follow at another degree programme, faculty or institution of higher education, the EER for the other programme, faculty or institution apply to the component in question.

Article 1.2 Definitions

In these regulations, the following terms and definitions apply:

- a. the Act: the Dutch Higher Education and Scientific Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*);
- b. student: a person who is registered at the university for education and/or to take exams and the examination of the programme;
- c. course: a study unit of the programme within the meaning of the Act; and consisting of one or more educational components, such as group meetings, practical trainings or written papers;
- d. course year: year 1 or year 2 of the programme;
- e. academic year: the period from 1 September of a calendar year up to and including 31 August of the following calendar year;
- f. programme: the master's programme referred to in Article 1.1 of these regulations, consisting of a coherent whole of study courses;
- g. specialism, if applicable: any one of the feasible sub-programmes available in a master programme;
- h. exam: a component of the examination as referred to in Article 7.10 of the Act;
- i. educational components/activities: training as referred to in Article 7.13(2)(d) of the Act, in one of the following forms:
 - writing a paper or performing another written assignment;
 - performing a research assignment;
 - participating in field work or a field trip;
 - participating in an activity intended to develop certain skills;
 - participating in tutorials, lectures, project groups and study groups, work lectures, study team meetings;
 - completing a placement;
 - writing a master's thesis.
- k. placement: a period in which a student performs his or her research, at Maastricht University or another institution;
- l. thesis: a written report, reflecting the work accomplished during a placement period;
- m. registration: the administrative recording of the passing results of an exam;
- n. examination: the final examination of the master's programme;
- o. credit: a unit expressed in ECTS credits, with one credit equalling 28 hours of study;
- p. board of examiners: the board of the programme referred to in Article 7.12 of the Act;
- q. board of admission: the board responsible for judging the admissibility of the candidate to one of the master's programmes;

- r. examiner: the person designated by the board of examiners to administer exams and to determine the results of such exams;
- s. course coordinator: an examiner who is responsible for the content of the education for a particular course;
- t. faculty board: the faculty board referred to in Article 9.12 of the Act;
- u. Rules and Regulations: additional rules associated with the Education and Examination Rules;
- v. UM: Maastricht University;
- w. course guide: the programme guide which includes further details about programme-specific provisions and information, which is provided via the student-portal.

The other terms have the meaning given to them by the Act.

SECTION 2 ADMISSION

Article 2.1 Responsibilities

The Dean of the Faculty of Health, Medicine and Life Sciences has given the responsibilities of the admission to the board of admission to oversee the applications for the master's programme. The board of admission will make the final decisions of those applicants who will gain admittance into a master's programme, based upon the admission requirements. These requirements are described on the UM website.

SECTION 3 CONTENT AND STRUCTURE OF THE PROGRAMME

Article 3.1 Aim of the programme

1. The study programme is intended to:
 - provide academic education as set out in the educational concept and profile of Maastricht University;
 - provide a broad-based learning experience within the scientific field of the programme, and in accordance with the student's choice;
 - prepare the student for a professional career in the field of Healthcare Policy, Innovation and Management (see also Appendix 1).
2. The programme contains sufficient elements for the academic and intellectual development of students, above all:
 - independent scientific thinking and performance;
 - scientific communication;
 - handling professional knowledge and skills in a social setting.

Article 3.2 Form of the programme

1. The programme is offered on a full-time and part-time basis.
2. The programme commences once a year in September.

Article 3.3 Language of instruction

1. Throughout the programme and in all exams the English language will be the standard.
2. It is not allowed to use dictionaries during the exams.

Article 3.4 Communications and announcement of decisions

1. The faculty board, the board of examiners and the examiners may use the student portal and e-mail through the UM account for communications relating to the programme and examinations.
2. The faculty board, the board of examiners and the examiners may use the student portal and e-mail through the UM account to announce decisions.

3. The student must regularly check his/her university e-mail address, the Faculty website and the digital learning environment. Information disseminated via e-mail, the digital learning environment or the website will be assumed to be known.

Article 3.5 Study Load

The programme has a study load of 60 ECTS.

Article 3.6 Content of the programme

The content of the programme is described in Appendix 2.

Article 3.7 Electives

In the 4th period students may choose two of the courses mentioned in Appendix 2 as electives.

Article 3.8 Flexible programme and flexible masters

1. A student registered for one of the faculty's programmes may, under certain conditions, formulate an educational programme of his or her own which is different from the educational programme stated in Appendix 2. The composition of such a programme must be approved beforehand by the board of examiners.
2. The flexible programme must have a study load of 60 credits.
3. The board of examiners will decide whether to grant permission for the student's proposal within four weeks after it receives the proposal.
4. In granting the permission, the board of examiners will indicate which programme offered by the faculty will include the programme formulated by the student for purposes of the Education and Examination Regulations.

Article 3.9 Examination

1. The courses of the master's programme are listed in Appendix 2.
A registration for completion for each component of the programme must be obtained:
 - the exams, including active participation in the mandatory activities;
 - completing a placement and writing a master's thesis.
2. The board of examiners, with due regard to the Education and Examination Regulations, lays down guidelines pertaining to the norms for and assessment of examinations for each of the courses referred to in Paragraph 1. These guidelines are incorporated in the Rules and Regulations.

SECTION 4 EDUCATION

Article 4.1 Courses; composition; actual design

1. For the programme components, courses are given with the study load stated in Appendix 2.
2. The education is given in the form of study groups, practical training, lectures, individual supervision or otherwise.
3. The education programme includes 40 weeks per year.

Article 4.2 Attendance and best-efforts obligation

1. Each student is expected to actively participate in the course he or she is attending.
2. In addition to the general requirement that the student actively participates in the course, the student must participate in at least 75% of the educational activities.
3. If the student has participated in less than 75% of the activities the course coordinator may give additional assignments to the student.

SECTION 5 ASSESSMENT

Article 5.1 General

1. During a course, the student will be tested for academic and intellectual development and the extent to which the student has sufficiently achieved the stated learning objectives.
2. The assessment plan describes the achievements the students must make to pass the course and the criteria on which the student is assessed.
3. The Rules of Procedure at Exams describe the assessment procedure. These rules are published in the student portal.

Article 5.2 Grades

1. Grades are awarded on a scale of 1 to 10.
2. The student must receive a final grade of '6.0' or higher to pass the course.
3. When a component of the examination is graded with a qualification the student will obtain a pass for this component when the qualification is a Pass or Good.
4. The way grades are rounded off is determined in the Rules and Regulations.
5. The highest result attained determines the final grade.

Article 5.3 Order of exams

1. Students are not admitted to a course exam unless they have fulfilled the obligation to attend mandatory educational activities for the relevant course. In appropriate cases, a student may be conditionally admitted to an exam at his/her request, pending a final decision on admissibility from the board of examiners.
2. A student will be permitted to start with a placement if he or she has achieved at least 12 ECTS for the preceding master's courses and has submitted a concept research proposal.
3. Permission to start writing the thesis is only obtained under the condition that the student has received a passing grade for the research proposal.

Article 5.4 Scheduling and frequency of the exams

1. Students can take exams twice a year on dates determined by the board of examiners: once during or at the end of the course period (first sit for the exam) and once during the academic year (resit option).
2. In exceptional cases, the board of examiners can decide that an exam may be taken at another time than determined in accordance with paragraph 1 of this Article but in any case during the same academic year.

Article 5.5 Form of the exams

1. In principle, the exams are written. 'Written exams' also include taking these exams by computer. The examiner may decide that, because the number of students is small or because of the nature and content of a course, an exam will be oral or will include one or more written essays, which may or may not have to be explained orally. The examiner will announce any such decision no later than two weeks before the scheduled exam date.
2. Practical tests may include skills, participation, attitude and professional behaviour. The format and judgement criteria of practical tests will be announced in the (electronic) course book, or during the introduction to the course.
3. The board of examiners reserves the right to allow other forms of examination, including testing of group work and portfolio. The structure and judgement criteria of the exams will be announced in the student portal.
4. Upon request, students with a disability may take exams in a manner which accommodates their specific disability as much as possible. If necessary, the board of examiners will obtain expert advice before taking a decision in such matters.

Article 5.6 Oral exams

1. Oral exams are taken only by one person at a time, unless the board of examiners decides otherwise.
2. An oral exam is given by the examiner in the presence of a lecturer [second examiner], unless the board of examiners has decided otherwise.
3. Oral exams take place in public, unless the board of examiners or the relevant examiner decides otherwise in a special case or if the student objects to this.
4. Contrary to what is described in paragraph 3 an oral exam will not take place in public when this oral exam is a regular part of the assessment of the course.

Article 5.7 Written assignments and thesis

1. The board of examiners determines the rules with regard to written assignments (including group assignments) and the thesis. These rules are published in the 'Guidelines for the master's thesis in Health Sciences' in the student portal.
2. Theses written by two or more students are not allowed.
3. Within the master's programme, students are allowed to write only one master's thesis.

Article 5.8 Placement

1. The board of examiners lays down the requirements with regards to the nature and content of the placement in separate rules. These rules are published on the faculty website and are considered to be part of the Rules and Regulations.
2. A placement coordinator is assigned to the master. The placement coordinator is responsible for granting a proposal admissible.
3. The placement coordinator appoints, on behalf of the board of examiners, an examiner as supervisor for the placement.
4. The student may undertake a placement supervised by the faculty only once during the master's programme.

Article 5.9 Determination and announcement of exam results

1. The board of examiners determines the standards for assessing each examination component. The standards are included in the Rules and Regulations.
2. The examiner determines the result of a written exam and provides the Education Office with the necessary information to apprise the student of the result within 15 working days of the date on which it was taken.
3. The examiner determines the result of an oral exam immediately after it is taken. If more than one student takes the same exam after each other, this period may be extended by up to five working days.
4. When the result of a written exam is announced, it will be indicated how the student can inspect the exam and file an appeal as referred to in Article 6.4.

Article 5.10 Right of inspection

1. Within 10 working days of the date on which the result of a written exam, including a computer-based exam, is announced, students may, upon request, inspect their evaluated work.
2. Together with or before the announcement of the result of a written exam, it is stated how students can inspect their reviewed test.
3. Contrary to what is described in paragraph 1 the term of 10 working days can be extended in particular circumstances (vacation or public holidays). The teacher must announce in time how and when students can inspect their work.

Article 5.11 Registration of courses

A registration for completion of a course, and therefore the course-related credits, is obtained once all requirements with regard to the components of the course have been met.

These requirements include:

- *where applicable*: active participation in the group meetings;

- *where applicable*: participation in the practical exercises, including oral and/or written reports;
- *where applicable*: satisfactory completion of papers;
- a mark of 6.0 or higher awarded for the course exam.

Article 5.12 Period of validity

1. Exams which have been passed are valid for an unlimited period.
Contrary to the above, the board of examiners may require the student to take an additional or replacement exam or exam component for an exam which was passed more than six years ago (or more than 10 years ago for part-time programmes) if the student's knowledge or insight that was examined is demonstrably outdated or the skills that were examined are demonstrably outdated.
2. If exceptional circumstances apply as referred to in Article 7.51 paragraph two of the Act, the period of six years (or ten years for part-time programmes) in paragraph one will be extended by the duration of the financial support the student receives from the profiling fund.

Article 5.13 Invalidation of exams

If an exam involves irregularities that make it impossible to accurately assess the candidate's knowledge, insight and skills, the board of examiners may declare the exam invalid for both the examinee and a group of examinees.

Article 5.14 Retention period for tests

1. The exercises, answers and the evaluated work of the written exams will be retained in paper or digital form for two years after the exam/examination result is determined.
2. The final theses and the evaluation of theses will be kept for at least seven years after the evaluation.

Article 5.15 Exemption

The board of examiners may, at a student's request, grant the student an exemption from taking an exam if he or she demonstrates in writing to the board of examiners' satisfaction that he or she previously:

1. either passed an exam for a university programme which was similar in terms of content and level or
2. gained sufficient knowledge and skills relevant to the exam concerned, either through work or professional experience.
3. An exemption may only pertain to an entire course and not a component thereof.
4. At most 20% of the credits for the programme may be earned based on the exemptions granted.
5. The master's thesis is excluded from this exemption option.
6. In order to qualify for an exemption, a student has to submit a written request to the board of examiners within a minimum of 6 weeks prior to the start of the relevant course.
7. The board of examiners will not grant any exemption based on exams passed by a student outside the programme during the period in which the student was barred by the board of examiners from taking exams for the programme because of fraud.

Article 5.16 Fraud

1. 'Fraud', including 'plagiarism', means actions or omissions by a student which make it impossible in whole or in part to properly evaluate his knowledge, understanding and skills.
2. 'Plagiarism' means the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources.
3. If the board of examiners determines that a student has engaged in fraud with respect to an exam or exam component, the board of examiners can take appropriate measures.
4. In serious cases of fraud, the board of examiners can propose to UM's Executive Board that the student(s) concerned be permanently deregistered from the programme.
5. In the uniform fraud regulations of the FHML/UM is specified which sanctions the board of examiners can apply.

Article 5.17 Unsuitability (*Judicium Abeundi*)

1. In exceptional circumstances and after carefully weighing the interests at stake, the board of examiners may, stating reasons, ask the dean to request that the Executive Board terminate or deny a student's registration for a programme if, through his or her conduct or statements, the student shows that he or she is unsuitable to practice one or more professions for which the programme is training him or her or is unsuitable for the practical preparation for the profession.
2. If the faculty dean is asked by the Executive Board for a recommendation on a proposed termination or denial of registration based on the reasons stated in paragraph 1, the dean will in turn ask for a recommendation from the board of examiners. The recommendation to the dean will be supported by reasons.

SECTION 6 EXAMINATION

Article 6.1 Examination

1. The board of examiners determines the result and date of the examination and issues the certificate as referred to in Article 6.3 as soon as the student has satisfied the requirements for the examination programme.
2. Prior to determining the result of the examination, the board of examiners may conduct their own investigation of the student's knowledge regarding one or more components or aspects of the programme if and insofar as the results of the relevant tests give reason to do this.
3. To pass the examination, the student must pass all components.
4. To pass the examination and receive the certificate, the student must also have been registered for the programme during the period that the exams were taken.
5. A certificate may only be issued after it has been shown that the student has satisfied all the obligations, including paying the tuition fees.
6. The last day of the month in which the student satisfied all the examination obligations will be considered the examination date (graduation date).
7. Students who have passed the examination and who are entitled to the issuance of a certificate may, stating reasons, ask the board of examiners not to do this yet.
This request must be submitted at least one month before the final assignment is turned in or the final exam is taken.
The board of examiners in any event grants the request:
 - if the student is selected by the faculty for a double degree, an extracurricular placement or an extracurricular exchange, or
 - if the student has held/will hold a board position for which a financial support from the 'Profileringsfonds' will be granted for at least nine months, or a Student Introduction Committee ('INKOM') board position.The board of examiners may also grant the request if refusal would result in an exceptional case of extreme unfairness because of the fact that the student concerned could not have taken the automatic graduation into account when he or she was planning his or her study.

Article 6.2 Degree

Students who have passed the examination will be awarded the degree 'Master of Science'.

Article 6.3 Certificate and statements

1. As proof that the examination was passed, the board of examiners issues a certificate, after it has been stated by or on behalf of UM's Executive Board that the procedural requirements for receiving the certificate have been met. The certificate is based on the model that UM's Executive Board has adopted. One certificate will be issued per programme, even if the student completes several specialisms or tracks.
2. The certificate that the examination has been passed also indicates:
 - a. the name of the institution;
 - b. the name of the programme;
 - c. the examination components;

- d. the degree awarded;
 - e. the date on which the programme was most recently accredited or was subjected to the new programme test;
3. Students who are entitled to the issuance of a certificate may, stating reasons, ask the board of examiners not to do this yet (pursuant to Article 6.1 sub 7).
 4. The certificate is signed by the chair of the board of examiners or an appointed substitute and the faculty dean or an appointed substitute.
 5. The certificate is awarded in public, unless the board of examiners decides otherwise in exceptional cases.
 6. The certificate includes a list of the examination components.
 7. The board of examiners includes a diploma supplement as referred to in Article 7.11(4) of the Act with the certificate. This diploma supplement is based on the model adopted by UM's Executive Board, which is in compliance with the agreed European standard format.
 8. The board of examiners may award the '*cum laude*' designation in accordance with the provisions in the Rules and Regulations.
 9. A student who has passed at least one exam and who cannot be issued a certificate will upon request, receive a statement issued by the board of examiners which indicates the exam(s) which he passed.

Article 6.4 Right of appeal

Within six weeks after the decision by the examiner and the board of examiners is announced, the student may appeal this decision to UM's Complaint Service Point.

The appeal must be signed, must include a date and the name and address of the party lodging the appeal, must indicate the grounds for the appeal and, if possible, must include a copy of the decision being appealed.

SECTION 7 STUDY GUIDANCE

Article 7.1 Study progress administration

The faculty records the students' individual study results and makes them available for the student through the student portal.

Article 7.2 Study guidance

The faculty will provide for the introduction and study guidance for students registered for the programme.

SECTION 8 TRANSITIONAL AND FINAL PROVISIONS

Article 8.1 Amendments

1. Amendments to these regulations may be adopted in a separate decision by the faculty board, after a recommendation from the programme committee and after consent from or consultation with the faculty council.
2. An amendment in these regulations will not pertain to the current academic year, unless the interests of the students will not reasonably be harmed as a result.
3. In addition, amendments may not affect, to the students' detriment, a decision regarding a student which has been taken by the board of examiners pursuant to these regulations.

Article 8.2 Notice

The faculty board ensures that proper notice is given of these regulations, the rules and regulations adopted by the board of examiners, and any changes to these documents, by, for example, placing such notice on the faculty website and in the student portal.

Article 8.3 Evaluation

The Faculty Board will ensure that the education of the programme is regularly evaluated, assessing at least – for the purpose of monitoring and if necessary adapting the student workload – the amount of time students need to complete their duties as set out therein.

Article 8.4 Unforeseen cases/safety net scheme

1. In cases not covered or not clearly covered by these regulations, decisions are taken by or on behalf of the faculty board, after it has consulted with the board of examiners.
2. In individual cases in which application of the Education and Examination Regulations, would lead to manifestly unreasonable results, the board of examiners can deviate from the stated regulations in the student's favour.

Article 8.5 Effective date

This Regulation will come into force on the 1st of September 2017 and will apply to the academic year 2017/2018.

Appendix 1: Aim of the programme

Students not only acquire a set of basic knowledge and skills that are indispensable for the empirical analysis of current innovations, challenges, opportunities and problems in modern health systems. They are also trained in translating the results of their analysis into well-designed and feasible solutions and plans to deal with matters of innovation. They are able to assess the strengths and weaknesses of these solutions and plans from various perspectives.

Knowledge and understanding

Students have demonstrated knowledge and understanding that is founded upon and extends and/or enhances that typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context.

Students in the master programme have a wide and multidisciplinary knowledge of the:

1. Development, implementation and outcomes of innovations in healthcare, considered within their context, at the individual, group or organizational level, regional, national and international level.
2. Theories and research methods that enable them to analyze and understand the issues raised in the programme.

Apply knowledge and understanding

Students can apply their knowledge and understanding and problem solving abilities in new or familiar environments within broader (or multidisciplinary) contexts related in their field or study; have the ability to integrate knowledge and handle complexity.

Students are able to:

3. Use the gained knowledge and insights for the empirical analysis of the development, implementation and outcomes of innovations in healthcare, considered within their context, at the different levels.
4. Use the gained knowledge and insights for the developments of well-designed solutions and plans to resolve problems in healthcare. The strengths and weaknesses of these solutions are assessed from different perspectives.
5. Relate and integrate the knowledge gained in each unit (in)to the knowledge gained in the other units.

Making judgments

Students can formulate judgments with incomplete or limited information, that rather includes reflection on social and ethical responsibilities linked to the application of their knowledge and judgments.

6. Students develop a scientific attitude.
7. Students form judgments based upon theoretical insights and (sometimes limited evidence from) empirical research on real-world problems in healthcare and the social and ethical aspects of these problems and solutions to the problems.

Communication

Students can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously.

8. Students are able to communicate effectively (i.e. clearly and unambiguously) their knowledge, conclusions from their analyses and the underlying rationale to different audiences, both orally and in writing, by having discussions, doing presentations and writing papers on real-life cases in healthcare.

Learning skills

Students have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

By acquiring the following skills, students will be prepared to continue to study in self-directed or autonomous way. Students are trained:

9. To work in a collaborative setting on real-life cases in healthcare.

10. In the gathering of information and the application of theories and quantitative and qualitative research methods to analyze the issues presented in the units.
11. To provide theory-based explanations and solutions for issues in healthcare that are critically considered.

Appendix 2: The structure of the programme, including the ECTS

In most courses practical trainings are also scheduled and skills are trained. These trainings and skills are part of the course.

Healthcare Policy, Innovation and Management

- Economics of Healthcare (6 ECTS)
- Innovation and Quality Management of Health Services (6 ECTS)
- Health Systems Governance (6 ECTS)
- Organizing and Managing Patient Flows (6 ECTS)
- Research Methods (6 ECTS)
- Financial Management of Healthcare (6 ECTS)
- Strategic Management, Leadership and Organizational Change in Healthcare (6 ECTS)
- Placement and Thesis (18 ECTS)

Under certain conditions students may follow one or two elective(s) in the 4th period

- Health Promotion (6 ECTS)
- Implementation and Evaluation (6 ECTS)
- The entrepreneurial Health Sciences Professional (6 ECTS)