

Assessment guide HMAN4100 UiO 2021

General

In general, the candidates will be assessed for clarity of writing and argumentation, knowledge of the curriculum, and ability to discuss the phenomena. The depth and scope of the discussion is often what makes the best answers stand out.

Question 1: Challenges in healthcare management

This question can be answered in many different ways, so the grading instructions are loosely defined. In addition to the theories, Walshe & Smith chapters 6, 9, 10, 11 & 12 are relevant for definitions and descriptions of challenges.

- A. This question demands knowledge of the chosen field and an ability to define clearly what it is the most important aspects.
- B. Describing challenges demands both knowledge of the field and the ability to describe it with theories from the curriculum.
- C. Describing challenges of management means the candidates are expected to show analytical skills, as well as knowledge from A and B.

Question 2: Implications of disruption

This question is based on both the Christensen and the Berg article. Candidates are also invited to find their own relevant references.

- A. Describe intuitive, probabilistic, and precision-based medicine, and the historic context in which they exist.
- B. Describe the value shop, the value adding process, and the facilitating network, and provide examples in a healthcare setting.
- C. Candidates are invited to discuss disruptions in a healthcare setting of their own choice. Realism, use of the curriculum and ability to see different viewpoints is important.

Question 3. Managing employee motivation

- A. Candidates are invited to give their own response, but they should demonstrate knowledge of either Maslow's hierarchy of needs, or the extrinsic and intrinsic motivation theories of Ryan & Deci. Other theories are also useful, but not present in the curriculum.
- B. Candidates should demonstrate knowledge of, and differences between reductionist Taylorism/scientific management theories and holistic humanistic theories. Candidates should also demonstrate how these theories relate to different management practices of motivation in healthcare, especially regarding intrinsic and extrinsic motivation.
- C. Candidates should demonstrate knowledge of what motivates different types of healthcare professionals, and discuss intrinsic motivation, challenging work tasks, helping patients, motivated colleagues, autonomy, and having a voice among managers. Candidates should use their theoretical and empirical knowledge to discuss how they would balance the motivational challenges among healthcare professionals.

Question 4. Trust

This question is open, but it is highly preferred that candidates write essayistic (not just keywords). Candidates should demonstrate knowledge from the curriculum, but more importantly, candidates are expected to demonstrate analytic skills. Candidates should define trust, and its importance in society. Candidates could describe mandates of trust. They should discuss how managers' roles and healthcare professionals' roles differentiate regarding the need for trust and control. Further, candidates could choose to include challenges to healthcare autonomy from governance, management, colleagues and patients.

Question 5. Power

This question is also open, but that means candidates are expected to demonstrate analytic skills and not just theories from the curriculum. However, candidates should be able to describe Max Weber's theory of power, and the three legitimate sources of power he presented. Candidates could choose to present how managers' roles and healthcare professionals' roles differentiate regarding the need for trust and control. Candidates should also demonstrate how they draw knowledge from the curriculum.