

Annex no. 3		First cycle study program			
1.	Title of courses	Dental Management			
2.	Code	PDTEDM2			
3.	Study Program	Professional Dental Technicians			
4.	Organizer of the study program (unit, i.e. institute, department, division)	UKIM - Faculty of Dentistry – Skopje, Department of Dental Prosthetics			
5.	Degree (first, second, third cycle)	First Cycle			
6.	Academic year/semester	Year	2	semester	4
7.	Course load expressed in ECTS credits	3			
8.	Teacher (in case of multiple teachers, a responsible teacher is appointed)	Prof. Dr. Julijana Nikolovska			
9.	Course language	English			
10.	Necessary prerequisites for listening to and passing the course	/			
11.	Course objectives (competencies) and learning outcomes:	Within the theoretical lectures of the course, students will have the opportunity to acquire basic knowledge about management and the specifics of management in healthcare, especially in dentistry.			
12.	Detailed content of the course by chapters and units with learning outcomes for each chapter	Theoretical teaching -Management (basic concepts)1 class <i>Learning outcomes: The student will be introduced to the basic definitions and meaning of management as a science and practice. Will understand how management is applied in the context of healthcare institutions.</i> - Healthcare system management1 class <i>Learning outcomes: The student will learn how healthcare systems function and what the specific management challenges are in those systems. Will understand how to coordinate resources in the healthcare sector.</i> - Types of healthcare institutions and their management1 class <i>Learning outcomes: The student will be introduced to the different types of healthcare institutions and their structure. Will learn how to manage each type of institution depending on their purpose and size.</i> - Management levels 1 class <i>Learning outcomes: The student will understand the different hierarchical levels of management in organizational systems. He will learn what the responsibilities are at each level and how they interact with each other.</i> - Management Functions 1 class <i>Learning outcomes: The student will learn about the basic functions of management such as planning, organizing, leading and controlling. Will understand how these functions are applied in dental practice.</i> - Healthcare Institution as an Organizational System 1 class <i>Learning Outcomes: The student will understand a healthcare institution as a complex system with interconnected components. Will learn how such an institution is structured and managed.</i> - Leadership as a modern approach to management 1 class			

		<i>Learning outcomes: The student will be introduced to the concept of leadership and its impact on managerial success. Will learn how leadership skills differ from traditional management.</i> -Management and working motivation 1 class <i>Learning outcomes: The student will understand how motivation affects the productivity and satisfaction of employees. Will learn different approaches to motivating healthcare personnel.</i> - Managerial Skills and Roles for Success1 class <i>Learning outcomes: The student will learn the necessary personal and professional skills for a successful manager. Will understand how to deal with challenges and lead the organization effectively.</i> - Benchmarking – a technique of total quality management 1 class <i>Learning outcomes: The student will be introduced to the concept of benchmarking as a method for comparing and improving quality. Will learn how to apply these technique in dental practice.</i> - Strategic management 1 class <i>Learning outcomes: The student will learn how to develop and implement long-term strategies in healthcare organizations. Will understand how to set goals and make informed decisions.</i> - Entrepreneurship, small business, family business 1 class <i>Learning outcomes: The student will learn the basics of entrepreneurship and how to start their own business. Will understand the differences and advantages of family and small dental practices.</i> - Business Plan 1 class <i>Learning outcomes: The student will learn how to develop a complete business plan for a dental facility. They will understand the key components of a successful plan.</i> - Marketing Management 1 class <i>Learning outcomes: The student will be introduced to marketing strategies applicable in healthcare. He will learn how to analyze patient needs and promote dental services.</i> - Business Ethics 1 class <i>Learning outcomes: The student will learn about ethical standards in business, especially in the healthcare sector. Will understand how to make ethical decisions in managing a dental facility.</i> Total 15 classes <i>Exercises:</i> Analysis of topics from the relevant subject matter, presentation of the topics by the students and active involvement of the students in the discussion of the given issues Total 15 classes		
13.	Interrelationship of courses	None		
14.	Detailed description of the teaching and working methods for the subject	Interactive teaching, small groups work and other forms foreseen by the common ECTS criteria		
15.	Total available classes fund	90 classes		
16.	Forms of teaching activities	16.1.	Lectures - theoretical teaching, classes	15
		16.2.	Exercises (laboratory, classroom), seminars, teamwork: classes	15
		16.3.	Practice: classes	
	Other forms of activities	17.1.	Project work: classes	

17.			17.2.	Individual work: classes	30	
			17.3.	Homework - tasks	30	
18	Signature requirements		Attendance to 60% of the theoretical classes and exercises			
19	Method of the evaluation					
	19.1.	Tests: points			40	
	19.2.	Seminar work/project, written and oral presentation: points			20	
	19.3.	Final exam: points			40	
20	Evaluation criteria (points/grade)			up to 59 points	5 (five) (F)	
				from 60 to 68 points	6 (six) (E)	
				from 69 to 76 points	7 (seven) (D)	
				from 77 to 84 points	8 (eight) (C)	
				from 85 to 92 points	9 (nine) (B)	
				from 93 to 100 points	10 (ten) (A)	
21.	Method of monitoring the quality of teaching			Self-evaluation by students, control of assistants in carrying out practical teaching and assessment of the achieved success of students, as well as the pass rate of students who have passed the course		
22.	Literature					
	22.1.	Compulsory literature				
		Serial number	Author	Title	Publisher	Year
		1.	Nikolovska J. Kokolanovski V.	Dental management		
		2.	Shuklev B.	Menagement	Tabernakul, Skopje	2011
		3.				
	22.2.	For further reading				
		Serial number	Author	Title	Publisher	Year
		1.	Micovic P.	Zdravstveni menadzment.	Komora zdravstvenih ustanova Srbije, Belgrade	2008
		2.	Katrova L.	Basic of Dental Health and Dental Practice Management		2013
		3.				

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Annex no. 3		First cycle study program			
1.	Title of courses	Removable Partial Dentures with Metal Framework			
2.	Code	PDTMSD3			
3.	Study Program	Professional Dental Technicians			
4.	Organizer of the study program (unit, i.e. institute, department, division)	UKIM - Faculty of Dentistry – Skopje, Department of Dental Prosthetics			
5.	Degree (first, second, third cycle)	First Cycle			
6.	Academic year/semester	Year	3	semester	5