Attachment No. 3		Course program for the first cycle of studies
1.	Course title	Dental management
2.	Code	DMEDM5
3.	Study program	Dentistry - integrated first and second cycle of studies
4.	Organizer of the study program (unit, i.e., institute, department,	UKIM - Faculty of Dentistry – Skopje, Department of Prosthodontic Dentistry

	division)				
5.	Degree (first, second, third cycle)	Integrated First and Second Cycle Studies			
6.	Academic year/semester	Year	5	Semester	9
7	Course workload expressed in ECTS credits	2			
8.	Teacher (in case of multiple teachers, designated teacher in charge)	Prof. Dr.Juliana Nikolovska			
9.	Language in which the curriculum is conducted	English			
10.	Necessary prerequisites for taking and passing the course	None			
11.	Course objectives (competences) 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 course content by chapters and units, with learning outcomes for each chapter	1. Management (basic concepts)...1 class Chapter 1 outcomes: The students will be introduced to the basic definitions and meaning of management as a science and practice. They will understand how management is applied in the context of healthcare institutions. 2. Healthcare system management...1 class Chapter 2 outcomes: The students will learn how healthcare systems function and the specific managerial challenges in those systems. They will understand how to coordinate resources in the healthcare sector. 3. Types of healthcare institutions and their management...1 class Chapter 3 outcomes: The students will be introduced to the different types of healthcare institutions and their structure. They will learn how to manage each type of institution depending on their purpose and size. 4. Levels of management...1 class Chapter 4 outcomes: The students will understand the different hierarchical levels of management in organizational systems. They will learn what the responsibilities are at each level and how they affect each other. 5. Management Functions...1 class Chapter 5 Outcomes: The students will learn about the basic functions of management, such as planning, organizing, leading, and controlling. They will understand how these functions are applied in dental practice. 6. Healthcare Institution as an Organizational System...1 class Chapter 6 Outcomes: The students will understand the healthcare institution as a complex system with interconnected components. They will learn how such an institution is structured and managed. 7. Leadership as a Modern Approach to Management...1 class Chapter 7 Outcomes: The students will be introduced to the concept of leadership and its impact on managerial success. They will learn how leadership skills differ from traditional management. 8. Management and Work Motivation...1 class Chapter 8 Outcomes: The students will understand how motivation affects employee productivity and satisfaction. They will learn different approaches to motivating healthcare workers. 9. Managerial Skills and Roles for Success...1 class Chapter 9 Outcomes: The students will learn the necessary personal and professional skills for a successful manager. They will understand how to deal with challenges and			

		lead the organization effectively. 10. Benchmarking – a technique of total quality management...1 class Chapter 10 Outcomes: The students will be introduced to the concept of benchmarking as a method for comparing and improving quality. They will learn how to apply these techniques in dental practice. 11. Strategic Management...1 class Chapter 11 Outcomes: The students will learn how to develop and implement long-term strategies in healthcare organizations. They will understand how to set goals and make informed decisions. 12. Entrepreneurship, small business, family business...1 class Chapter 12 Outcomes: The students will learn the basics of entrepreneurship and how to start their own business. They will understand the differences and advantages of family and small businesses. 13. Business Plan...1 class Chapter 13 Outcomes: The students will learn how to develop a complete business plan for a dental facility. They will understand the key components of a successful plan. 14. Marketing Management...1 class Chapter 14 Outcomes: The students will learn about marketing strategies applicable in healthcare. They will learn how to analyze patient needs and promote dental services. 15. Business Ethics...1 class Chapter 15 Outcomes: The students will learn about ethical standards in business, especially in the healthcare sector. They will understand how to make ethical decisions in managing a dental facility. Total 15 classes Exercises Covering topics from the relevant course presentation of the topics by students, and active involvement of students in a discussion on the given issue Total 15 classes		
13	Interrelation of subjects	Medical Ethics and Psychology, Community Dentistry, Dental Health Systems		
14.	Detailed description of the teaching and working methods for the subject	Interactive instruction, working in small groups, and other forms set by the joint ECTS criteria		
15.	Total available time	60 classes		
16.	Forms of teaching activities	16.1.	Lectures - theoretical teaching classes	15 classes
		16.2.	Exercises (laboratory, auditorium), seminars, teamwork: classes	15 classes
		16.3.	Practice: classes	
17.	Other forms of activities	17.1.	Project assignments: classes	
		17.2.	Independent assignments: classes	
		17.3.	Home study - assignments	30 classes
18	Signature requirements	In order to receive a signature, the student must have attended at least 60% of the classes.		
19	Grading method			
	19.1.	Tests: points	40	
	19.2.	Seminar paper/project, written and oral presentation: points	20	
	19.3.	Final exam: points	40	
20	Grading 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 instruction	Self-evaluation by students, control by assistants in carrying out practical instruction, and assessment of the students' success, as		

			well as the pass rate of students who have passed the course			
22.	Literature					
	22.1.	Required literature				
		Ord. No.	Author	Title	Publisher	Year
		1.	Nikolovska J. Kokolanski V.	Dental Management	Faculty of Dentistry - Skopje	2022
		2.	Shuklev B.	Management	Tabernakul, Skopje	2011
	22.2.	Additional literature				
		Ord. No.	Author	Title	Publisher	Year
		1.	Micovic P.	Health Management	Komora zdravstvenih ustanova Srbije, Beograd	2008
		2.	Katrova L.	Basic of Dental Health and Dental Practice Management		2013