

Hman 4100 Autumn 2018
Assessment guidelines

In general, the candidates will be assessed not only for knowledge of the curriculum and the articles, but also for their use of this knowledge and the clarity of their argumentation.

Candidates who answered more than one question will be assessed for the single best reply at the teacher's discretion.

Question 1: Motivation

- A. There are different types of motivation theories. Describe one of these theories.
-Candidates 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. There are differences between technically and artistically/humanistically oriented theories and practices of motivation. Discuss some of these differences.
-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. How are healthcare professionals motivated? Discuss how healthcare managers can motivate healthcare professionals.
-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.
- D. Discuss how you would motivate workers if you were a healthcare manager, preferably differentiating between different types of healthcare and different types of workers.
-Candidates should use their theoretical and empirical knowledge to discuss how they would balance the motivational challenges among healthcare professionals.

Part A, B, C & D count equally in the grading of the exam

Question 2: Autonomy

The healthcare professions have lost autonomy since the 1970s. Describe the background for this loss of autonomy. Discuss how healthcare professionals and healthcare managers have different views on how healthcare should be governed. Discuss some challenges that are caused by these different views.

-Candidates should present some background information for the historical development of healthcare professionals' loss of autonomy, eg. intuitive, probabilistic and precision-based medicine; "the golden age"; or the managerial revolution and budget constraints. Candidates should be able to describe what constitute professions, and especially healthcare professions. Further, candidates should be able to present challenges to healthcare autonomy from governance, management, colleagues and patients. Challenges can take the form of government prioritisations or other regulations. Candidates should also demonstrate knowledge of how managers' roles and healthcare professionals' roles are different regarding patients already under treatment, and patients waiting for treatment ("patient flow"). Further, expectations from colleagues can lead to increased workloads, and patients' rights and user involvement change public expectations from healthcare professionals.

Question 3: Power

Write an essay on power in healthcare. Discuss how power is used for influence in healthcare management. If you wish, you could discuss how power is wielded through trust and control.

-This question is more open than the other questions, 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, in some cases drawing on the same discussions as question 2. Candidates should also demonstrate how they draw knowledge from the curriculum.