

## COURSE SPECIFICATION

Name of Institution Mahidol University  
Campus/Faculty/Program ASEAN Institute for Health Development

### Section 1 General Information

**1. Code and Course Title:** ADPM 648 Management of Human Resources for  
Primary Health Care  
สอสม ๖๔๘ การจัดการทรัพยากรมนุษย์เพื่อสาธารณสุขมูลฐาน

**2. Total Credits:** 3 (3-0-6) credits (Lecture - Practice - Self Study)

#### 3. Curriculum and Course Category

Master of Primary Health Care Management (International) (Elective Course)

#### 4. Course Coordinator/Course Instructors

##### 4.1 Course Coordinator

Assoc.Prof. Dr.Orapin Laosee

Contact: ASEAN Institute for Health Development

Tel. 02 441 9040 ext 63, email: orapin.lao@mahidol.edu

##### 4.2 Course Instructors

Assoc.Prof. Dr.Orapin Laosee

Contact: ASEAN Institute for Health Development

Tel. 02 441 9040 ext 63, email: orapin.lao@mahidol.edu

Assoc.Prof. Dr.Thunwadee Sujsaroj

Contact: ASEAN Institute for Health Development

Tel. 02 441 9040 ext 30, email: thunwadee.suj@mahidol.edu

Invited lecturers

**5. Semester / Academic Year of Study:** 2/2023

**6. Pre-requisite:** There are no specific prerequisite courses, but learners must be able to work with equations and perform basic mathematical calculations.

**7. Co-requisite:** none

**8. Venue:** ASEAN Institute for Health Development, Mahidol University

**9. Latest Date of Course Specification Development or Modification:** 1 September 2023

## Section 2 Aims and Objectives

### 1. Course Aims

Upon successful completion of this course, the learners will be able to:

- 1.1 Describe the principle human resource management in primary health care
- 1.2 Explain the functions of HRM towards primary health care organizations and primary health care system management
- 1.3 Identify the specific training and professional development for the workforce
- 1.4 Purpose the strategies on HRM practices in the organizational level based on the principle of HRM

### 2. Objectives of Course Development/Modification

This course is designed to introduce students to the processes and practice of human resource management (HRM); application of HRM in primary health care sector. The learners will expose to the different approach in enhancing the quality of human resource including the training and professional development for the workforce.

## Section 3 Course Description and Implementation

### 1. Course Description

Concepts, common processes and practice of human resource management (HRM); application of HRM in primary health care sector; HRM functions and importance to primary health care organizations and primary health care system management; developing HRM processes in the organizational level; recruitment and selection; succession planning, training and professional development for the workforce; performance appraisal, and occupational health and safety; Issues of industrial relations that impact on HRM practices in the organizational level

แนวคิด กระบวนการทั่วไปและการปฏิบัติเกี่ยวกับการจัดการทรัพยากรมนุษย์และการประยุกต์ใช้ในภาคการสาธารณสุขมูลฐานหน้าที่และความสำคัญของการจัดการทรัพยากรมนุษย์ต่อการจัดการระบบและองค์การบริการสุขภาพปฐมภูมิ การพัฒนากระบวนการจัดการระดับองค์การ การสรรหาและการคัดเลือก การวางแผนการสืบทอด การฝึกอบรมและการพัฒนาทางวิชาชีพสำหรับบุคลากร การประเมินผล การปฏิบัติงานและความปลอดภัยและอาชีพอนามัย ประเด็นของแรงงานสัมพันธ์ที่ส่งผลต่อการปฏิบัติในระดับองค์การ

## 2. Number of Hours per Semester

Lecture	45	Hours
Tutorial	0	Hour
Practice / Field Experience /Practicum	0	Hour
Self-Study	90	Hours

## 3. Number of hours provided for academic advice and guidance to an individual student

Every Friday 14.00-16.00 at Building 1, 2<sup>nd</sup> floor ASEAN Institute for Health Development; Office hours (at least 2 hours/week)

## Section 4 Development of the expected learning outcomes

1. A brief summary of the knowledge or skills expected to develop in students; the course-level expected learning outcomes (CLOs)

On completion of the course, students will be able to:

CLO1 Describe the principle human resource management in primary health care

CLO2 Explain the functions of HRM towards primary health care organizations and primary health care system management

CLO3 Identify the specific training and professional development for the workforce

CLO4 Purpose the strategies on HRM practices in the organizational level based on organization context

2. How to organize learning experiences to develop the knowledge or skills stated in number 1 and how to measure the learning outcomes

CLOs	Teaching and learning experience management			Learning outcomes measurements			
	Lecture	Individual Work	Group Work	Test	Assignment quality	Individual Reports	Group Reports
CLO1	x	x			x	x	
CLO2	x	x		x	x	x	
CLO3	x		x	x	x		x
CLO4	x		x		x		x

## Section 5 Teaching Plan and Evaluation Plan

## 1. Teaching Plan

Week No.	Topic	Hrs.			Teaching and Learning Activities	Instructor(s)
		Lecture	Practice	Self-study		
1	Introduction to Management of Human Resources for Primary Health Care	3	0	6	Lecture, Discussion	Assoc.Prof. Dr.Orapin Laosee
2	Concepts and principles of leadership, management and governance	3	0	6	Lecture, Discussion	Assoc.Prof. Dr.Orapin Laosee
3	Human resource management for primary health care organizations I	3	0	6	Lecture, exercise	Assoc.Prof. Dr.Thunwadee Sujsaroj
4	Human resource management for primary health care organizations II	3	0	6	Lecture, discussion	Assoc.Prof. Dr.Thunwadee Sujsaroj
5	Planning Human Resources	3	0	6	Exercise, case study	Assoc.Prof. Dr.Thunwadee Sujsaroj
6	Recruitment and selection; succession planning	3	0	6	Lecture, case study	Assoc.Prof. Dr.Thunwadee Sujsaroj
7	Planning for career path	3	0	6	Lecture, exercise	Assoc.Prof. Dr.Thunwadee Sujsaroj
8	Training and professional development for the workforce; principle and concepts	3	0	6	Lecture, discussion	Assoc.Prof. Dr.Thunwadee Sujsaroj
9	Training and professional development for the workforce; case study	3	0	6	Lecture, exercise	Assoc.Prof. Dr.Thunwadee Sujsaroj
10	Performance appraisal	3	0	6	Lecture, case study	Invited lecturer
11	Talent management	3	0	6	Lecture, exercise	Invited lecturer
12	Incentive system for improving capacity of human resource	3	0	6	Lecture, case study	Invited lecturer
13	HRM current issues and future challenges	3	0	6	Lecture,	Invited lecturer

Week No.	Topic	Hrs.			Teaching and Learning Activities	Instructor(s)
		Lecture	Practice	Self-study		
					exercise	
14	Wrap up	3	0	6	Discussion with case study	Assoc.Prof. Dr.Orapin Laosee
15	Presentation	3	0	6	Presentations	Lecturers
	Total	45	0	90		

## 2. Evaluation Plan

No.	Learning Outcomes	Evaluation Method	Week of Evaluation	Evaluation Allotment
1.	Describe the principle human resource management in primary health care	Quiz	2	5%
		Assignments	1-3	10%
2.	Explain the functions of HRM towards primary health care organizations and primary health care system management	Quiz	6	5%
		Assignments	4-6	10%
3.	Identify the specific training and professional development for the workforce	Assignments	6-11	15%
		Individual report	11	20%
4.	Purpose the strategies on HRM practices in the organizational level based on the principle of HRM	Assignment	12-13	15%
		Presentation	15	20%

### 1. Measurement and evaluation of student achievement

A = 85-100 %

B+ = 75– 84 %

B = 65 – 74 %

C+ = 55 – 64 %

C = 45 – 54 %

F = 0- 44 %

## Section 6 Teaching Materials and Resources

### 1. Main Textbook and Course Materials

1. World Health Organization (2022) Human Resources for Health leadership and management: a prototype curricula package: prototype curriculum for a master's courses
2. Mehta V, Ajmera P, Kalra S, Miraj M, Gallani R, Shaik RA, et al. Human resource shortage in India's health sector: a scoping review of the current landscape. *BMC Public Health*. 2024;24(1).
3. Kadam S, Luharia AA, Mishra GV, Tivaskar SP. Human Resources in Health Care - Governance, Operation, Handling, and Oversight. *Journal of Datta Meghe Institute of Medical Sciences University*. 2024;19(2):214-8.
4. McQuide PA, Brown AN, Diallo K, Siyam A. The transition of human resources for health information systems from the MDGs into the SDGs and the post-pandemic era: reviewing the evidence from 2000 to 2022. *Human Resources for Health*. 2023;21(1).
5. Dhillon I, Jhalani M, Thamarangsi T, Siyam A, Singh PK. Advancing Universal Health Coverage in the WHO South-East Asia Region with a focus on Human Resources for Health. *The Lancet Regional Health - Southeast Asia*. 2023;18.
6. Negero MG, Sibbritt D, Dawson A. How can human resources for health interventions contribute to sexual, reproductive, maternal, and newborn healthcare quality across the continuum in low- and lower-middle-income countries? A systematic review. *Human Resources for Health*. 2021;19(1).
7. Effa E, Arikpo D, Oringanje C, Udo E, Esu E, Sam O, et al. Human resources for health governance and leadership strategies for improving health outcomes in low- and middle-income countries: a narrative review. *Journal of Public Health (United Kingdom)*. 2021;43:167-185.
8. Aranha VP, Venkateswaran C. The impact of human resource and quality management in health care: A review. *International Journal of Pharmaceutical Research*. 2020;12(4):74-8.

### 2. Important Documents and Information

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### 3. Suggested Learning Resources

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## Section 7 Course Evaluation and Improvement

### 1. Evaluation Strategies for Course Effectiveness by Students

Strategies for effective course evaluation by students

1.1 Evaluation of students by peer students to be done by the Faculty of Graduate Studies (Education Services Section)

1.2 Student evaluation to be done by Course Directors at the end of the course

- Course content
- Course management
- Suggestions
- Overall opinion

### 2. Teaching Evaluation Strategies

- Observation of student behaviors, attitudes, and academic contents during activities of class participation
- Students self-assessments and analysis
- Peer assessments and feedback
- Question and answer
- Volunteering in class organization and designing in summarization of class activities

### 3. Teaching Improvement

Presentation of course development, techniques used in teaching, and improvement with the participation of program management committee members of AIHD at program management committee meetings.

### 4. Verification of Students Achievements in the Course

- Analysis of students' learning outcomes using scores from class attendance, individual report activity and presentation
- Observing changes in perception and attitude of individual students and development i.e. personality, presentation, participation in working group, participatory action

### 5. Course Revision and Improvement Plan

- Meeting with all lecturers teaching the course to discuss and review the course before the semester starts and before each period of teaching
- Teaching materials sharing among lecturers for mutual learning, understanding, and development

- Meeting with all lecturers teaching the course to discuss and review after the course closed to consider requests, feedback, and suggestions of students and make minor improvements to the course syllabus and materials before the next academic year.



## Appendix

### Relations between the Course and the Program

#### Program Learning Outcomes

PLO1 Exhibit responsibility, discipline, and honesty according to organizational rules, academic and professional ethics, and morality.

PLO2 Explain the interconnection of multidisciplinary knowledge associated with primary health care management.

PLO3 Design research in primary health care management based on systematic process.

PLO4 Defend in significant ways with questions or points of view or controversies about the area of the primary health care system.

PLO5 Interact professionally when working as a team as both leader and member for solving and managing work assigned.

PLO6 Perform statistical data analysis as they support evaluating, planning, and managing the primary health care system.

PLO7 Communicate clearly and effectively to an array of audiences for a range of purposes.

PLO8 Use information technology effectively to support the study, research, and their efforts to accomplish a specific purpose.

Course	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>Elective course</b>								
ADPM 648 Management of Human Resources for Primary Health Care 3 (3-0-6)	R	R	R	R	P	I	I	R

I = ELO is introduced & assessed P = ELO is practiced & assessed

R = ELO is reinforced & assessed M = Level of Mastery is assessed

#### Curriculum Mapping

● Primary responsibility

○ Secondary responsibility

Course Objectives (CLOs)	Program learning domains												
	1. Morality and ethics			2. Knowledge		3. Intellectual skills			4. Interpersonal Skills and Responsibility		5. Numerical Analysis Skills, Communication and Use of Information Technology		
	1.1	1.2	1.3	2.1	2.2	3.1	3.2	3.3	4.1	4.2	5.1	5.2	5.3
Describe the principle human resource management in primary health care	●	●		●									
Explain the functions of HRM towards primary health care organizations and primary health care system management				●	●								○
Identify the specific training and professional development for the workforce					○	●		●				●	
Purpose the strategies on HRM practices in the organizational level based on the principle of HRM					●				●	●	○		○

**Expected Outcome (TOF.2)****1. Morality and Ethics**

- 1.1 Exhibits discipline, honesty, and punctuality
- 1.2 Behave according to morals and ethics of academic and professional practice
- 1.3 Avoid academic plagiarism

**2. Knowledge**

- 2.1 Explain the theoretical and practical knowledge associated with primary health care management
- 2.2 Explain the interconnection of various fields of knowledge in primary health care management

**3. Intellectual skills**

- 3.1 Perform the manners of continuously seeking knowledge
- 3.2 Design the research to solve the problem identified in the primary health care management system
- 3.3 Defend in significant ways with questions or points of view or controversies in related fields.

**4. Interpersonal Skill and Responsibility**

- 4.1 Perform interpersonal communication skills to establish and enhance personal and work-based relationships.
- 4.2 Perform the role of a leader and working team member appropriately

**5. Numeral Analysis Skills, Communication, and Use of Information Technology**

- 5.1 Demonstrate the statistical analysis and its interpretation
- 5.2 Communicate clearly and effectively to an array of audiences for a range of purposes.
- 5.3 Use information technology effectively to support the study, research, and efforts to accomplish a specific purpose

Relations between CLOs and PLOs

Course Objectives (CLOs)	PLOs							
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
Describe the principle human resource management in primary health care		√						
Explain the functions of HRM towards primary health care organizations and primary health care system management	√			√				
Identify the specific training and professional development for the workforce			√		√		√	
Purpose the strategies on HRM practices in the organizational level based on the principle of HRM					√			√

### Program Learning Outcomes

PLO1 Exhibit responsibility, discipline, and honesty according to organizational rules, academic and professional ethics, and morality.

PLO2 Explain the interconnection of multidisciplinary knowledge associated with primary health care management.

PLO3 Design research in primary health care management based on systematic process.

PLO4 Defend in significant ways with questions or points of view or controversies about the area of the primary health care system.

PLO5 Interact professionally when working as a team as both leader and member for solving and managing work assigned.

PLO6 Perform statistical data analysis as they support evaluating, planning, and managing the primary health care system.

PLO7 Communicate clearly and effectively to an array of audiences for a range of purposes.

PLO8 Use information technology effectively to support the study, research, and their efforts to accomplish a specific purpose.