

MANAGEMENT OF PUBLIC AND PRIVATE HEALTH COMPANIES

Introductions



SAPIENZA
UNIVERSITÀ DI ROMA

Director: Professor Alberto Frau

Lecturers: Dr. Emmanuel Pagano & Dr. Roberto De Pascale

ACADEMIC YEAR 2021/2022

Materiale riservato a cura della Cattedra ©



Definition of “companies and other production units”

The term “*companies and other production units*” is intended to refer not only to companies but also to **any organization**, institution, activity or body operating in the society in which business "type" processes are developed.

They involve investments and work, phenomena of consumption, production in the strict sense, distribution, and so on.



Relative contexts

Companies and other production units carry out economic production processes in contexts characterized by **profound natural** and **social asymmetries**:

- ❖ the conditions and methods of carrying out the **production processes** cannot ignore the respective realities which condition (favor or limit) both the development of the individual units and that of the supersystems to which they may belong;
- ❖ companies that operate on a **global scale** are called upon to adequately manage the still significant differences found in the economic and social areas affected by their business.



SAPIENZA
UNIVERSITÀ DI ROMA

The company

The distinctive characters

Companies of all kinds and sizes represent units of the general economic system typically predisposed and structured for carrying out processes **aimed** at economic production.



The “distinctive characters”

The “distinctive characters” that qualify the company are:

1.

Systemic
coordination
(Systematicity)

2.

Cheapness

3.

Autonomy



1. Systemic coordination (Systematicity)

The company is a system or a finalized and coordinated set of components linked by functional relationships.

The business system presents the **value** of a *dynamic combination (or correlation)* of resources/energies/personal activities and other productive means/goods that unfolds over time.

It can be considered in its multiple and multiform dimensions: economic, social, political, ethical, psychological and technical.

The system recalls the character of "*openness*", or of the relationships with the **contexts** in which it lives and operates.

The integration of all operations, including in current assets and in strategic management activities, ordered to achieve the objectives of the organization, allows us to understand the **relevance** and **relativity** of each individual behaviour.



2. Cheapness

Cheapness must qualify the behaviour of companies in the sense of “*permanent tension towards strategic effectiveness and operational efficiency*”.

The strategic effectiveness



is the ability of the production organization to *select and implement, with an innovative logic*, productions capable of meeting and satisfying the overall expectations of users.

In other words, to allocate the available resources to the achievement of “**winning**” objectives.

The operational efficiency



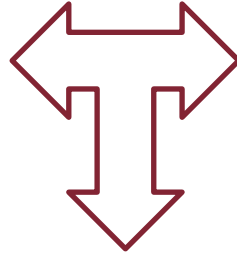
is the company's ability to carry out production, at the necessary **qualitative** and **quantitative** levels pursuing the best possible result through the use of available resources.



3. Autonomy

It can be understood in two ways:

As a distinct and individual existence of the company



As the "power to decide one's own destiny"

However autonomy is understood, *it is always a concept permeated with relativity.*

The companies are “*core of activity*” that move, **even if by independent choice**, within a strategic over-corporate design that incorporates and dominates them.

The issue of the relativity of autonomy assumes particular relevance and sensitivity within *corporate groups*, where the companies that make up the group are, **by their nature**, *subject to a single "strategic direction"*.

They cannot decide on their destiny and have more or less limited design autonomy, even if they enjoy wide juridical autonomy.



The purposes

The *general purpose* that unites **all companies** regardless of the class they belong to can be recognized in the

*creation of value for the company itself
and for the different categories of stakeholders
involved and socially recognized.*



1.1 The economic, financial and organisational conditions

1.

Economic
balance



is the ability to **reintegrate** (through revenues and/or incomes) the **real** or **monetary value** of the resources acquired for various reasons and used to implement production.

2.

Financial
balance



is the **adequacy** of the compositions between uses and sources and a systematic ability to honor one's obligations in due time and manner without prejudice to the future.

Continue →



1.2 The economic, financial and organisational conditions

3.

Monetary
balance



is the ability to **cope** with the normal flow of monetary outflows over time.

4.

Overall
strategic
balance



is a position of **simultaneous balance** in the face of different interlocutors and markets. It is embodied in the ability to create adequate structures and levels of knowledge and **collaborative, flexible and dynamic relationships** correlated to internal and external **situations**.



1.1 Classes of companies

In the total or partial absence of the market is necessary to refer to use values that don't find expression in monetary exchanges on competitive markets.

Associations
and
foundations



Market partly **absent** or **attenuated**, both for the acquisition of certain resources and for the sale of goods and services to specific categories of users.

Firms



All-round competitive market, both in the acquisition of the necessary resources and in the sale of products.

Continue →



1.2 Classes of companies

Public
administrations
widely
understood



They also include private companies that operate in **particular regimes** and are required to respect political prices or defined conditions.

Cooperative
firms



Particular and **limited** market on the demand side or on the supply side.



Subjects

Legal
entity



person, physical or legal, who assumes the **rights** and **obligations** related to the conduct of the business.

Economic
subject



person or group of people who have the **power to direct** the business.

Entrepreneur



“function” who has the task of implementing the **strategic direction** of the company.



The “entrepreneurship function”

The entrepreneurship function have to be exercised with the contribution of specific technical, economic and social knowledge.

It must be appropriate to the size of the activity and the complexity to be governed which the economic subject doesn't necessarily possess.

*It is exercised not only in firms but also within other types of companies in which it could more properly be called "**strategic governance function**".*



Competitive strategies

Corporate level



takes into account decisions relating to the choice of business areas, markets and market **segments** in which to compete.

Operational unit level



takes into account decisions relating to how to compete with reference to the business area of **specific** relevance.



Decision-making power

*The delegation of part of the strategic decision-making power can also be implemented with appropriate methods in other types of companies different from firms to achieve higher levels of **effectiveness** and **efficiency** in the management of different projects or sectors of activity.*

You can think about what happens at the health level.



SAPIENZA
UNIVERSITÀ DI ROMA



Thank you for your attention!



SAPIENZA
UNIVERSITÀ DI ROMA

Director: Professor Alberto Frau

Lecturers: Dr. Emmanuel Pagano & Dr. Roberto De Pascale

ACADEMIC YEAR 2021/2022

Materiale riservato a cura della Cattedra ©