

| Monday November 5 | Tuesday November 6 | Wednesday November 7 | Thursday November 8 | Friday November 9 |
|---|---|--|--|---|
| <p>9:00 am</p> <p>Organizations and organizational performance</p> <p><i>Teresa Durães (MHA, Hospital Manager, Hospital da Luz Portugal)</i></p> | <p>9:00 am</p> <p>Organizational changes</p> <p><i>Teresa Durães</i></p> | <p>9:00 am</p> <p>Organizational changes</p> <p>Group work presentations and classes sum-up</p> <p><i>Teresa Durães</i></p> | <p>9:00 am</p> <p>Analysis/ interpretation of existing financial statements of different organizations. Creating a pro-forma profit and loss statement on Excel (Individual work)</p> <p><i>Stéphane Barritault</i> MSc, & MPH, Vice President OTR3@Biotech Company)</p> | <p>9:00 am</p> <p>Group work on the financial part of a business plan (continued) and preparation for investor pitch.</p> <p><i>Stéphane Barritault</i></p> |
| 12: 00 Lunch | 12: 00 Lunch | 12: 00 Lunch | | |
| <p>1:00 pm</p> <p>Organizational environments, strategic planning and decision making - Case study analysis</p> <p><i>Teresa Durães</i></p> <p>4 :00 pm</p> | <p>1:00 pm</p> <p>Organizational Change and innovation; new trends, e-health</p> <p><i>Teresa Durães</i></p> <p>4:00 pm</p> | <p>1:00 pm</p> <p>Basic introduction to accounting and financial statements</p> <p><i>Stéphane Barritault</i></p> <p>4:00 pm</p> | <p>12:00 Lunch</p> <p>Introduction to Business valuation and main methods (DCF, multiples), and application of financial forecasts for a business plan (Group work)</p> <p><i>Stéphane Barritault</i></p> <p>4:00 pm</p> | <p>12: 00 Lunch</p> <p>Lean management: improving the way healthcare organizations work</p> <p><i>Stéphane Barritault</i></p> <p>4:00 pm</p> |

Please note that some small changes could occur