

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall 2018

Course number & Name: HSM308, Principles in Healthcare Management

Credit hours: 4 quarter hours

Method of Delivery: eLearning

Course Description: A systematic study of the management challenges and responsibilities in the healthcare industry. The student will gain an understanding of the evolution of healthcare and healthcare management including issues concerning the structure of healthcare in the United States, the interrelationship of the various health-related industries, and the ethical issues facing management in the healthcare industry.

Prerequisite: BUS 204 Principles of Management or Program Director's permission.

Text: *Management Principles for Health Professionals* (Seventh Edition)

The 360 degree leader: Developing your influence from Anywhere in the Org.

Authors: Joan Gratto Liebler and Charles R. McConnell
Maxwell

Publisher: Jones and Bartlett, 2017, ISBN: 9781284081329
Thomas Nelson ISBN: 9781400203598

Materials needed for this course:

Additional Supplies:

Hardware/Software and Equipment: eLearning recommendations

Topics:

- Organizational Adaptation and Survival
- Organizational Management
- Management Functions
- Budgeting
- Motivation and Conflict Management
- Training and Development
- Leadership and Supervision
- Human Resource Management
- Communication

Learning Objectives: Upon completion of this course, the student will be able to:

1. Identify the manager's role as a charge agent
2. Identify specific strategies for dealing with resistance to change
3. Identify the approaches to the classification of organizations and apply these to the healthcare organization
4. Differentiate among the terms power, influence, and authority
5. Identify the styles of leadership, their characteristics, and the circumstances under which they are applied
6. Identify the characteristics of plans and specifically address those characteristics or features that make plans effective

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7. Differentiate among committees, standing as well as ad hoc, and plural executives and task forces
8. Identify revenue sources
9. Enumerate the various types of budgets employed and identify the commonly encountered budget periods
10. Acknowledge the importance of and necessity for employee orientation programs and ongoing training and development activities
11. Briefly examine the role of collective bargaining agreement (union contract) in the avoidance of and as necessary the control of conflict
12. Identify the responsibilities of middle managers in developing comprehensive management documents, including the strategic plan, annual report, executive summary of the annual report, and a project proposal
13. Define the management functions of quality improvement and controlling
14. Outline the functions of human resources and indicate how these relate to the role of the manager
15. Explore some potential problems and barriers often encountered by health professionals who enter management

Midstate Grading scale:

90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

Academic Integrity:

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (**plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement**) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

Plagiarism:

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

Student Success and Tutoring:

Contact Student Success: Room 110; (309) 692-4092, ext. 1100; studentsuccess@midstate.edu;

The Office of Student Success offers help in the following areas:

- Tutoring: Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided by the instructor outside of scheduled class times or through the office of Student Success.
- Writing assignment assistance: This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- Math, accounting, and computer skills (including file management).
- Test-taking techniques.
- Note-taking skills development.
- Study skills development.
- Time management

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Instructor Information: Margaret Markley

Office Phone: 309-692-4092, extension 2040

e-mail: mmarkley@midstate.edu

Office hours: Wednesday 4-6 pm and Thursday 11- 6 pm or by
appointment

Participation Requirements: You are expected to participate at least once a week in several conference discussions/homework assignments relating to the subject materials for the week. Discussion will take place as assigned by the faculty member. You will read, analyze, and respond to questions and comments from the faculty member and fellow students.

Policies and Procedures:

1. All work is to be completed on time. You are expected to use your class schedule to plan for assignments and tests. **No late work will be accepted.**
2. Excessive absence will hurt your performance in class and potentially hurt your grade.
3. Academic dishonesty is never tolerated and will be promptly referred to the Dean of the College.
4. All work should be submitted to the corresponding folder in the eLearning format. Please submit document files in MS Word format (.docx/.doc) or in Rich Text Format (.rtf).

Methods of evaluating student performance:

- Worksheets
- Case studies.
- Book report or term paper
- Evaluation and contribution to group discussions.
- Exams

Examination Information: There will be a mid-term examination, and a final exam. Tests will be objective (true/false and multiple choice) and subjective (essay type questions).

Instructor's Grading Scale:

Mid-term Examination	200 pts
Book Report on The 360 Degree Leader	100 pts
Exercises/Case Studies	225 pts
Class Participation (Weekly Discussion Questions)	110 pts
Worksheets	<u>150 pts</u>
Total Points	785 pts

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Course Requirements

You are expected to participate at least once a week in several discussions/homework assignments relating to the subject materials for the week. You will read, analyze, and respond to questions and comments from the faculty member and the fellow students.

Course Schedule

***this schedule may be altered at the discretion of the instructor**

Week 1	<p>Topics</p> <ul style="list-style-type: none"> • The healthcare setting • Laws, regulations, and accrediting standards • Reimbursement • Change in healthcare settings <p>Objectives</p> <ul style="list-style-type: none"> • Identify the manager's role as a change agent • Identify specific strategies for dealing with resistance to change <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 1 and 2 and listen to lectures • Complete worksheets for chapters 1 and 2 • Participate in weekly discussion • Exercise: Becoming a Split-Department Manager
Week 2	<p>Topics</p> <ul style="list-style-type: none"> • Organizational adaption and survival • Leadership and the manager <p>Objectives</p> <ul style="list-style-type: none"> • Identify the approaches to the classification of organizations and apply these to the healthcare organization • Differentiate among the terms power, influence, and authority <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 3 and 4. • Complete worksheets for chapters 3 and 4 • Participate in weekly discussion • Case Study: Authority and Leadership: Rising From the Ranks
Week 3	<p>Topics:</p> <ul style="list-style-type: none"> • Planning and decision making • Organizing and staffing <p>Objectives:</p> <ul style="list-style-type: none"> • Differentiate among the terms power, influence, and authority • Identify the styles of leadership, their characteristics, and the circumstances under which they are applied • Identify the characteristics of plans and specifically address those characteristics or features that make plans effective

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	<p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 5 and 6 • Complete worksheets for chapters 5 and 6 • Participate in weekly discussion • Exercise Week 3 – Choose between exercise 1 or 2 on page 201 or 202
Week 4	<p>Topics:</p> <ul style="list-style-type: none"> • Committees and teams • Budgeting <p>Objectives:</p> <ul style="list-style-type: none"> • Differentiate among committees, standing as well as ad hoc, and plural executives and task forces • Identify revenue sources • Enumerate the various types of budgets employed and identify the commonly encountered budget periods <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 7 and 8 • Complete worksheets for chapters 7 and 8 • Participate in weekly discussion • Case: The Employee Retention Committee Meeting
Week 5	<p>Topics:</p> <ul style="list-style-type: none"> • Training and development <p>Objectives:</p> <ul style="list-style-type: none"> • Acknowledge the importance of and necessity for employee orientation programs and ongoing training and development activities <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 9 • Complete worksheet for chapter 9 • Participate in weekly discussion • Case Study: The Department “know-it-all”
Week 6	<p>Topics:</p> <ul style="list-style-type: none"> • 360 Degree Leader <p>Midterm Exam</p> <p>Assignment:</p> <ul style="list-style-type: none"> • Participate in weekly discussion
Week 7	<p>Topics:</p> <ul style="list-style-type: none"> • Adaptation, Motivation, and Conflict Management

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	<p>Objectives:</p> <ul style="list-style-type: none"> • Briefly examine the role of collective bargaining agreement (union contract) in the avoidance of and as necessary the control of conflict <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 10 • Complete worksheet for chapter 10 • Participate in weekly discussion • Case: A Matter of Motivation
Week 8	<p>Topics:</p> <ul style="list-style-type: none"> • Communication • The middle manager • Documentation of critical process management processes <p>Objectives:</p> <ul style="list-style-type: none"> • Identify the responsibilities of middle managers in developing comprehensive management documents, including the strategic plan, annual report, executive summary of the annual report, and a project proposal <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 11 and 12 • Complete worksheets for chapters 11 and 12 • Participate in weekly discussion • Exercise: Preparing Your Business Plan
Week 9	<p>Topics:</p> <ul style="list-style-type: none"> • Improving performance <p>Objectives:</p> <ul style="list-style-type: none"> • Define the management functions of quality improvement and controlling <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 13 • Complete worksheets for chapter 13 • Participate in weekly discussion • Exercise: Promoting Total Quality Management
Week 10	<p>Topics:</p> <ul style="list-style-type: none"> • Human resources management <p>Objectives:</p> <ul style="list-style-type: none"> • Outline the functions of human resources and indicate how these relate to the role of the manager <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 14 • Complete chapter 14 worksheet • Participate in weekly discussion

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	<ul style="list-style-type: none"> • Case: With Friends Like This....
Week 11	<p>Topics:</p> <ul style="list-style-type: none"> • Day-to-day management • Health professionals as managers <p>Objectives:</p> <ul style="list-style-type: none"> • Explore some potential problems and barriers often encountered by health professionals who enter management <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 15 • Complete chapter 15 worksheet • Study for final exam
Week 12	Final Exam

Personal Accountability Statement

I have read the syllabus for MGT308 and understand that my grade will be based on the following submissions:

Grading:

Mid-term Examination	15%
Book Report or Term Paper on a Healthcare Topic Covered in Textbook	25%
Case Studies	30%
Class Participation (Weekly Discussion Questions)	15%
Mini-Papers	<u>15%</u>
	100

I understand that I am accountable for completion of the work within the week that it is due. Late discussions are not accepted. Late summaries, tests, papers and worksheets are accepted for reduced credit and may not be more than 2 weeks late.

Signature: _____