

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Summer 2012

Course number & Name: MGT308, 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* (Sixth Edition)

Authors: Joan Gratto Liebler and Charles R. McConnell

Publisher: Jones and Bartlett, 2008, ISBN-13: 978-1-4496-1468-3

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. develop skills working in and through small groups by working in teams.
2. participate effectively in group processes.
3. analyze how leadership functions in organizations can be enhanced through readings and case studies.
4. apply analytical skills necessary to identify, formulate and solve business problems.
5. understand the functional areas of the healthcare business, including aspects of the complex workplace.
6. communicate effectively in a variety of professional settings.
7. integrate business ethics into the business decision-making process.

Midstate Grading scale:

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

Midstate Plagiarism Policy:

Plagiarism is using another person's words without giving credit to the author. Original speeches, publications, and artistic creations are sources for research. If students use the author's words in a paper

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or assignment, they must acknowledge the source. Plagiarism is strictly against the academic policy of the college and is grounds for failing the course. If repeated, plagiarism may result in suspension from the college. (See the Midstate College catalog and/or Student Handbook for additional information.)

In courses containing writing assignments, the college promotes the use of an electronic resource 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.

Instructor Information: Wayne Holly, MPA, CPM
Office Phone: 309-692-4092, extension 3001
Home Phone: 309-353-3816
e-mail: wholly@midstate.edu
Yahoo Instant Messenger: wayneholly
Office hours: Sunday, 8-10 p.m. via ANGEL

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. If you miss a test or are late turning in an assignment, you will be expected to make it up within 7 days. After that time, your grade will drop 10% each week.
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 ANGEL. Please submit document files in MS Word format (.doc) or in Rich Text Format (.rtf).

Methods of evaluating student performance:

- Objective (true/false and multiple choice) and subjective (essay type questions) testing.
- Case studies.
- Book report or term paper
- Mini-papers
- Evaluation and contribution to group discussions.

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

Instructor's Grading Scale:

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	15%
	<u>100</u>

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Course Schedule

Week 1	<p>Topics</p> <ul style="list-style-type: none"> a. Managed care b. Gatekeeper c. Capitation d. Organizational survival e. Organizational life cycle f. Change agent g. Y2K h. The Patient Self-Determination Act of 1990 i. The Health Insurance Portability and Accountability Act (HIPAA) j. Resistance to change <p>Objectives</p> <p>Participants should leave chapter one with an appreciation of the health care environment as a rapidly changing arena in which further change will be the order of the coming decade while pressures increase to deliver quality care at lower cost, and while health care organizations continue to merge, affiliate, and pursue other perceived organizational advantages.</p> <p>Participants should leave chapter two understanding that change, whether welcome or otherwise, is unavoidable and that the most effective managers are those capable of functioning as change agents.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Send a Course Mail assuring the instructor that you have downloaded a copy of our course syllabus and let me know how familiar/comfortable you are using ANGEL forums. • Get to know the other class members by looking up their profiles. Post a note to everyone in the Week 1 Discussion Forum. • In the event the instructor would need to speak with you, please provide me with telephone number(s), home, work, etc., where someone can contact you. Send this information via Course Mail. • Read chapter 1 and 2 of Liebler & McConnell <i>Management Principles for Health Professionals</i>. Outlines of both chapters are posted for you. • Complete the pre-test. This pre-test will be available online day 1 of week 1 through day 7 of week 1. This pre-test must be completed during week 1. • Submit Week 1 Summary
Week 2	<p>Topics</p> <ul style="list-style-type: none"> a. Provide a working definition of management and review the evolution of organizational management, b. Introduce the basic functions of management c. Describe the integration of clinical practice and management skills necessary to the health professional in an age of growing consumer influence in determining services. <p>Objectives</p> <p>Participants should leave this chapter with a broad understanding of management functions in general—the “things managers do”—and be</p>

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	<p style="text-align: center;">nominally conversant with the concept of the clientele network.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 3 of Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of the chapter is posted for you. Answer the questions that are posted. • Participate in the discussion forum for this week. • Post your weekly summary.
Week 3	<p>Topics:</p> <ol style="list-style-type: none"> a. Define planning and identify its key elements b. Identify the constraints and boundaries that traditionally affect planning in the organizational setting c. Focus on strategic planning as the essential process of determining and refining an organization's objectives and determining how to allocate its resources. d. Define and describe decision making, with special attention to forces and factors that limit or "constrain" business decisions e. Identify some of the tools and techniques that are available to facilitate sound decision making. <p>Objectives:</p> <p>Participants should leave this chapter understanding that planning, described most broadly as considering what to do in a time not yet present, is absolutely fundamental to all of management at all levels, and should know what comprises a strategic plan and how this may differ from a functional or operating plan.</p> <p>Participants should leave this chapter also understanding what is involved in making decisions of any size or scope, but further understand that certain decision steps may be hidden or essentially automatic, and should be reasonably conversant concerning the existence of modern aid to decision making.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Take the test over Chapters 1 & 2. • Read chapter 4, <i>Planning and Decision Making</i>, Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of the chapter is posted for you. • Participate in the team exercise "Plane Crash". • Post your weekly summary.
Week 4	<p>Topics:</p> <ul style="list-style-type: none"> • Impart an understanding of the basic management process <i>organizing</i> and its several component elements • Describe organizing's place in the overall management process • Relate the principles of organizing to practical considerations in the manager's job such as organizational charts and job descriptions. <p>Objectives:</p> <p>Participants should leave this chapter knowing the relationship between planning and organizing, and being readily familiar with the organizing concepts advanced in the chapter: chain of command, span of control, line and staff, and such, and understand the development and use of organization charts and job descriptions</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 5, <i>Organizing</i>, Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of the chapter is posted for you. • View the audio lecture. • Turn in the "Exercise: Developing a Job Description" on page 184 of your text

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	<p>book.</p> <ul style="list-style-type: none"> • Answer the discussion question. • Post your weekly summary.
Week 5	<p>Topics:</p> <ol style="list-style-type: none"> a. The management function of controlling b. The tools of control c. Six Sigma d. The critical cycle <p>Objectives: Participants should leave this chapter with a full appreciation of the present-day connotations of "excellence" and "quality management" and a strong understanding of "the critical cycle" consisting of controlling, that is, follow-up and correction, and the essential role of directing in perpetuating the cycle.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 6 <i>Improving Performance and Controlling the Critical Cycle</i> in Liebler & McConnell <i>Management Principles for Health Professionals</i>. • Listen to the lecture. • Participate in the chapter exercises. • Post your weekly summary. • Take Test 2 over Chapters 3, 4, and 5.
Week 6	<p>Topics:</p> <ol style="list-style-type: none"> a. The concept of the budget b. The essential role of the budget in the operation of a department c. The ways in which a department's operating results are compared with budget in the ongoing control of expenditures. <p>Objectives: Participants should leave this chapter understanding what a budget is and what its role is in the operation of a department, as well as being conversant with the steps in the budget cycle and most of the terms commonly employed in departmental budgeting.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 7 in Liebler & McConnell <i>Management Principles for Health Professionals</i>. • Listen to the audio lecture. • Answer the posted questions. • Participate in the chapter exercise. • Post your weekly summary.
Week 7	<p>Topics:</p> <ol style="list-style-type: none"> a. Various forms of comprehensive management documents. b. Examine the reasons for preparation of comprehensive management documents. <p>Objectives: Participants should leave this chapter understanding the responsibilities of middle managers in developing comprehensive management documents, including the strategic plan, annual report and others including the due-diligence review, and review the reasons for their preparation and consider their importance to the organization and to the individual manager.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 8 in Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of the chapters is posted for you. • Answer any questions or exercises that are posted. • Post your weekly summary. • Take the test over chapter 5, 6, and 7.
Week	Topics:

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8	<p>a. Various forms of committees and other group endeavors and their uses, abuses, advantages, and disadvantages</p> <p>b. Examine the concept of the <i>employee team</i> as a special form of committee arising from the adoption of certain modern management processes.</p> <p>Objectives: Participants should leave this chapter understanding the various forms of committees and when and how they are used, and should be especially aware that the first issue to be considered when the possibility of a committee or team is suggested is whether a group is necessary at all.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapter 9 in Liebler & McConnell Management Principles for Health Professionals. An outline of the chapters is posted for you. • Answer the questions that are posted. • Participate in the chapter exercise. • Post your weekly summary.
Week 9	<p>Topics:</p> <p>a. Address the significant issues involved in bringing individuals into the work organization and ensuring they become integral parts of it</p> <p>b. Review the factors and forces influencing individuals to willingly work</p> <p>c. Introduce the inevitability of conflict in human interaction.</p> <p>Objectives: Participants should leave chapter 10 conversant with the major issues surrounding employee motivation—what does or does not likely motivate, and such—and should appreciate the inevitability of organizational conflict but also understand how to address conflict when it arises.</p> <p>Participants should leave chapter 14 understanding that this topic, although necessarily treated in summary or overview fashion, is probably the most important element in the manager’s ability to establish and maintain the working relationships that are so important to success on the job.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 10 (the Appendix is not required) and 14 in Liebler & McConnell Management Principles for Health Professionals. An outline of the chapters is posted for you. • Answer the questions that are posted. • Participate in the chapter exercise. • Post your weekly summary.
Week 10	<p>Topics:</p> <p>a. Examine the overall process of orientation, training, and development from the perspective of the department manager</p> <p>b. Emphasize the vital character of employee orientation and education as a means of enhancing employee performance and as a significant and essential part of an organization’s ongoing employee retention efforts.</p> <p>c. Provide guidance for the manager in establishing a relationship with the organization’s human resource function.</p> <p>d. Utilize everything that human resources has to offer in facilitating the fair, effective, and legal management of people.</p> <p>Objectives: Participants should leave chapter 11 understanding the importance of the orientation and training program as a vital part of employee motivation and retention. Participants should be able to develop cost justifications for the acquisition of essential internal and external training resources.</p> <p>Participants should leave chapter 13 with an understanding of what the human resource department provides to the organization, and should especially be sufficiently knowledgeable to be proactive as necessary in</p>

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	<p style="text-align: center;">obtain assistance from human resources.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 11 and 13 Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of each chapter is posted for you. • Complete the cases that are posted. • Participate in the discussion forum for this week. • Post your weekly summary.
<p>Week 11</p>	<p>Topics:</p> <ol style="list-style-type: none"> a. Examine the overall concept of leadership as reflected in the activities of those who may be referred to as "managers," "supervisors," or others who direct the efforts of people. b. Relate leadership to the concepts of authority, power, and influence. c. Introduction to interpersonal communication within the context of the work organization. d. Practical advice concerning written communication for the working manager. e. Establish the health care professional who serves in a managerial capacity as both professional practitioner and manager. f. Reinforce the necessity for the successful professional-as-manager to place neither role above the other. g. Establish the departmental standard for professional conduct and behavior. h. Introduction to interpersonal communication within the context of the work organization. i. Practical advice concerning written communication for the working manager. j. Establish the health care professional who serves in a managerial capacity as both professional practitioner and manager. k. Reinforce the necessity for the successful professional-as-manager to place neither role above the other. l. Establish the departmental standard for professional conduct and behavior. <p>Objectives:</p> <p>Participants should leave chapter 12 understanding the common sources of power and authority in the organizational setting and have a working appreciation of variations in leadership styles and why these may apply in various circumstances.</p> <p>Participants should leave chapter 15 understanding the often-unique problems that can confront the professional-as-manager, especially in the management of other professionals, but also understand that not all professionals (or nonprofessionals, for that matter) behave in a set, predictable manner and thus cannot all be managed in the same way.</p> <p>Assignments:</p> <ul style="list-style-type: none"> • Read chapters 12 and 15 in Liebler & McConnell <i>Management Principles for Health Professionals</i>. An outline of the chapters is posted for you. • Answer the questions that are posted. • Participate in the chapter exercise. • Post your weekly summary.
<p>Week 12</p>	<p>Assignments:</p> <ul style="list-style-type: none"> • Complete Test 5 • Complete the Final Exam/Post Test • Post your course summary

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.

I know to contact my instructor, **Wayne Holly, at 692-4092 ext 3001** for course questions or help. I know to **contact tech support for computer problems at 1-888-272-0067.** I know to contact **Kaitlin Horst @ 692-4092 ext. 1340** for any problems I have using **ANGEL.**

Signature: _____