

# HADM 3301 Health Care Organizations [Term]

## Course Instructor:

[Instructor Name]

[Institution name]

[Institution address]

Phone number: (xxx) xxx-xxxx

Fax: (xxx) xxx-xxxx

E-mail address: [xxxxxxxxxx@xxxxx.edu](mailto:xxxxxxxxxx@xxxxx.edu)

**Office hours:**

**Xxxday, X:00 am/pm - X:00 am/pm**

During office hours you can contact me via GoVIEW Email or Instant Messages tool. You can also reach me during office hours at the phone number provided to the left.

**NOTICE:** Please use the internal course e-mail for general correspondence. I provide my external e-mail address for emergencies only. I cannot answer questions, accept assignments, or discuss grades via external e-mail so please use it for emergencies only.

**Response Time:** Unless you are notified otherwise, I will work to respond to all student questions and emails within 24 hours during the week and 48 hours during the weekend.

## Attendance Verification

**IMPORTANT-** In order to confirm your attendance and participation in this course, you must complete the Mandatory Attendance Quiz AND the Introductions discussion activity before the participation deadline. Please note that failure to complete these activities may result in you being removed from the course.

Participation dates for the term can be found in the News widget on your course homepage or at the following URL: <https://emajor.usg.edu/degrees/calendar/index.php>. BOTH of these activities are required and can be found within the Course Content's Start Here folder.

## Course Description

This project based course is intended for those interested in a systematic understanding of organizational principles, practices, and insights pertinent to the management of health service organizations. While based on state-of-the art organizational theory and research, the emphasis is on application. Students will go beyond the traditional focus of health care in hospitals and other provider organizations to include suppliers, buyers, regulators, public health and financing organizations, and examine a more comparative global perspective of how the United States and other countries address issues of health and health care. Case studies, practical scenarios, and controversial issues are highlighted in each chapter to challenge the student to provide solutions and philosophical positions on a variety of issues.

### Prerequisites:

- None

### Course Learning Outcomes:

This course should enable students to:

1. Comprehend the scope of organizational theory and practice in the healthcare management industry
2. Discuss the distinctive challenges facing health care organizations globally
3. Analyze multiple organizational approaches from different perspectives
4. Understand the roles of leaders and managers in influencing organizational culture, performance, and change
5. Identify core leadership and managerial methods
  - Motivating people
  - Guiding teams
  - Designing teams
  - Coordinating work
  - Communicating effectively
  - Exerting influence
  - Resolving conflict

- Negotiating agreements
- Improving performance
- Managing innovation and change

6. Describe the managerial implications of several emerging trends and issues such as:
- The growth of strategic alliances in the health sector
  - The expansion and complexity of health law and regulation
  - Health information technology
  - The rise of consumerism in health care
  - The global interconnectedness of health systems.

**Course Philosophy:**

In this course, we will survey the different perspectives of how health care organizations have functioned and evolved over the years. “System thinking” is utilized to analyze managing partnerships, strategic alliances, networking, and other arrangements between and among physicians, hospitals, health systems, and other provider organizations. We will focus on how health care leaders must effectively design and manage health care organizations while simultaneously influencing and adapting to changes in an environmental context and emphasize the role of the transformational leadership model in managing the boundary between the internal organization and its external environment successfully.

**Required Text, Software, and Additional Materials**

<b>Title:</b>	<i>Shortell and Kaluzny's Healthcare Management: Organizational Design and Behavior</i>
<b>Author(s):</b>	Lawton Burns Elizabeth Bradley Bryan Weiner Arnold Kaluzny Stephen Shortell
<b>Publisher:</b>	Delmar Cengage Learning
<b>Edition/Year:</b>	6th/2012
<b>ISBN:</b>	978-1-4354-8818-2
<b>Type (Required/Optional):</b>	Required

**Bookstore:**

The eMajor textbook listing and eMajor bookstore information can be found here: <https://emajor.usg.edu/degrees/textbooks.php>. Your home institution's bookstore may or may not carry your eMajor textbook. Please consult with the bookstore for special order options. You may also visit your preferred textbook provider or other vendor, such as Amazon.com, to order your eMajor textbook(s).

**Materials and Resources:**

XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXX XXXXX XXXXXXXXXXXXXXX

**Student Services**

**Technical Assistance:**

Having a correctly configured computer will help ensure your success in eMajor. Check the information at <https://emajor.usg.edu/future-students/technical-requirements.php> to be sure that your computer meets all the necessary technical requirements for hardware and software. Links to the plug-ins (special free software) that you will need are provided.

For technical assistance contact the 24/hour helpline at <https://d2lhelp.view.usg.edu/> (scroll down to the Student Support area).

In addition, please contact the eMajor Helpdesk Monday through Friday, 8:00AM – 5:00PM at 678-839-6400 or Toll Free 1-855-9EMAJOR (1-855-936-2567).

## Tutoring:

**Smarthinking** is an online tutoring resource for eMajor students available 24/7. Smarthinking provides tutoring in a variety of subjects including writing assistance, essay review, mathematics, and IT support for Microsoft Office. For login instructions, please refer to the [Smarthinking](#) page under Course Resources or access the following URL for additional Smarthinking technical support information: <https://emajor.usg.edu/current-students/student-guide/instructional-support#smarthinking-online-tutoring>.

**On-Campus Tutoring** is available to all eMajor students at their home institution. Contact the eMajor Liaison at your home institution to learn more about specific tutoring services available to you: <https://emajor.usg.edu/about/institutions/index.php>.

## Accessibility Services:

If you are a student who is disabled as defined under the Americans with Disabilities Act and requires assistance or support services, you must notify your instructor prior to attempting any activities or assessments in this course. In order to receive special accommodations, students must provide documentation from the accessibility services office at their affiliate/home institution or from the Regents Center for Learning Disorders.

Please contact the [eMajor Liaison](#) at your institution for additional information regarding the office of accessibility services on your campus, if needed. If you are unsuccessful in contacting the accessibility services office at your home campus for any reason, then you should contact the eMajor Administration at 678-839-6400 and/or send an email to [emajor@westga.edu](mailto:emajor@westga.edu) for further assistance. Please note that email communication is not secure and confidentiality cannot be assured if you elect to communicate via email.

Refer to the eMajor Student Success Guide for more information: <https://emajor.usg.edu/current-students/accessibility-services.php>.

## Course Format and Requirements

### Teaching Philosophy:

XXXXXXXXXXXXXXXXXXXX

### Course Requirements (Instructional Methods):

1. xxxxxx
2. xxxxxx
3. xxxxxx

### Course Schedule:

**NOTE:** Schedule is tentative and may be subject to change.

DATE	READING ASSIGNMENTS	ACTIVITIES - What's Due?
SYLLABUS AND START		<ul style="list-style-type: none"><li>• Mandatory Attendance</li></ul>

<b>ITEMS</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online course syllabus</li> </ul>	<p>Quiz</p> <ul style="list-style-type: none"> <li>• Introduction Discussion</li> </ul>
<b>MODULE 1</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 1</li> <li>• <b>Chapter 1</b> - The Management Challenge of Delivering Value in Health Care: Global and U.S. Perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Module 1 Discussion Questions (optional)</li> <li>• Module 1 Discussion (required)</li> </ul>
<b>MODULE 2</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 2</li> <li>• <b>Chapter 3</b> - Organization Design and Coordination</li> <li>• <b>Chapter 5</b> - Teams and Team Effectiveness in Health Services Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Module 2 Discussion Questions (optional)</li> <li>• Module 2 Discussion (required)</li> <li>• Module 2 Assignment: Individual Project 1</li> </ul>
<b>MODULE 3</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 3</li> <li>• <b>Chapter 8</b> - Complexity, Learning, and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Module 3 Discussion Questions (optional)</li> <li>• Module 3 Discussion (required)</li> </ul>
<b>MODULE 4</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 4</li> <li>• <b>Chapter 9</b> - Improving Quality in Health Care Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Module 4 Discussion Questions (optional)</li> <li>• Module 4 Assignment: Research Project 1</li> </ul>
<b>MODULE 5</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 5</li> <li>• <b>Chapter 10</b> - Strategic Thinking and Achieving Competitive Advantage</li> <li>• <b>Chapter 12</b> - Health Policy and Regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Module 5 Discussion Questions (optional)</li> <li>• Module 5 Discussion (required)</li> <li>• Module 5 Assignment: Individual Project 2</li> </ul>
<b>MODULE 6</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 6</li> <li>• <b>Chapter 13</b> - Health Information Systems and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Module 6 Discussion Questions (optional)</li> <li>• Module 6 Assignment: Research Project 2</li> </ul>
<b>MODULE 7</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 7</li> <li>• <b>Chapter 14</b> - Consumerism and Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Module 7 Discussion Questions (optional)</li> <li>• Module 7 Discussion (required)</li> </ul>
<b>MODULE 8</b> x/x - x/x	<ul style="list-style-type: none"> <li>• Online content and web resources provided in Module 8</li> </ul>	<ul style="list-style-type: none"> <li>• Module 8 Discussion Questions (optional)</li> <li>• Module 8 Discussion (required)</li> </ul>

## Grading and Standards

## Grade Breakdown:

GRADED ACTIVITY	WEIGHT	BRIEF DESCRIPTION
Discussions	20%	Students will complete 6 required Discussions throughout the term of this course.
Individual Projects	40%	Students will complete 2 Individual Projects throughout the term of this course.
Research Projects	40 %	Students will complete 2 Research Projects throughout the term of this course.

## Grade Scale:

Grades are based on student performance and capability. Simply turning in all the assignments does not guarantee that the student will receive a "good grade." To receive a higher grade, a student must demonstrate proficiency in the material. For different students, gaining that proficiency requires different levels of work, because not all students walk into the class with the same aptitude for the course content. The standards for the respective grades are as follows:

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

**The Grade of "I" (Incomplete):** The grade of "I" is given only to students whose completed coursework has been qualitatively satisfactory but who have been unable to complete all course requirements because of illness or other extenuating circumstances beyond their control. The instructor retains the right to make the final decision on granting a student's request for an "I".

## Expectations and Standards:

**A** – To achieve this grade the student must display superior performance in his/her course work. This includes demonstrating the ability to process and comprehend complex ideas, and to be able to convey those ideas to others in a clear, intelligent manner. An "A" student will go beyond simple requirements and seek to excel in his/her preparation for and presentation of assigned work. He/she will demonstrate excellence in communication skills and the ability to contextualize material.

**B** – To achieve this grade the student needs to display above average performance in his/her course work, including demonstrating the ability to process and comprehend complex ideas, while being able to convey those ideas in a clear, intelligent manner. A "B" student will also go beyond minimum requirements in terms of preparation and presentation of assigned work. He/she will demonstrate above average communication skills and ability to contextualize material.

**C** – For this grade the student must meet the minimum requirements for the course, displaying adequate performance in his/her course work, and adequately demonstrate the ability to comprehend complex ideas, while also being able to convey those ideas in a like manner. A "C" student demonstrates competence in terms of preparation and presentation of assigned work. He/she will demonstrate adequate communication skills and ability to contextualize materials.

**D** – A student receiving this grade is performing below the minimum requirements for the course. This could include failure to complete or turn in assignments on a timely basis, or failure to adequately demonstrate the ability to comprehend or convey complex ideas. A "D" student performs below the average in terms of preparation and presentation of assigned work. He/she may not be demonstrating adequate communication skills or ability to contextualize materials.

**F** – A student receiving this grade has failed to meet the requirements of the course, including failure to complete or turn in assignments, or failure to demonstrate ability to comprehend or convey complex ideas. An "F" student has not performed in a manner satisfactory to the standards of the class.

**Grade Turnaround:**

All assignments and assessments will be graded within one week's time. Your instructor will provide comments along with grades as necessary for feedback.

**Attendance and Late Policy**

"Attendance" and participation are required. You will be expected to participate in ongoing discussions of the lesson topics and to interact with other students and your instructor regularly. If for any reason you are unable to participate by the due dates listed in the course Calendar it is your responsibility to inform your instructor. Be sure to read and observe the procedures below.

In the online environment, problems associated with power outages, networks being down, and ISP troubles inevitably result in legitimate reasons for delays, however, you should still be prepared to deliver your work by the stated deadlines. If you have a problem, let your instructor know as soon as possible. Your instructor will determine if the seriousness of your problem warrants turning in an assignment late without penalty.

**Time Commitment:**

Taking an online course is not easier or faster. On the contrary, it will take as much time as taking a face-to-face class or more. If you normally go to class 3 hours per week per course, you will need to devote that same amount of time to your online course. In addition to online time, you should spend time studying and working with course materials several hours per week offline. It will be helpful to set aside regular study time when you can work uninterrupted. Offline time could be spent in composing messages to post online, reading, studying, and working homework problems.

The amount of time it will take you to complete the work for this course will depend on many factors, which will vary with each individual. As a general rule, in this course you will be expected to:

- Log in regularly to check messages from your instructor and other students.
- Check the Calendar for announcements from your instructor.
- Study, read online materials, and work all assigned problems for each lesson.
- Contribute to discussions and group projects in thoughtful and substantive ways.
- Complete all course work and assignments in the time allowed.

**Late Policy:**

Late Assignments: xxxxxxxxxxx xxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxx

Late Quizzes/Exams: xxxxxxxxxxx xxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxx

Late Discussions: xxxxxxxxxxx xxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxx

Late XXXXXXXX: xxxxxxxxxxx xxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxx

**Academic Misconduct**

*Acknowledgement is hereby given to Georgia State University on whose policy this is based.*

As members of the academic community, all students are expected to recognize and uphold standards of intellectual and academic integrity. The University System of Georgia assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Both the ideals of scholarship and the need for fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work.

In an effort to foster an environment of academic integrity and to prevent academic dishonesty, students are expected to discuss with faculty the expectations regarding course assignments and standards of conduct. In addition, students are encouraged to discuss freely with faculty, academic advisers, and other members of the academic community any questions pertaining to the provisions of this policy.

Consult your **eMajor Student Success Guide** at <https://emajor.usg.edu/current-students/student-guide/> for further details on the **eMajor Academic Honesty Policy**.

## Definitions and Examples

The examples and definitions given below are intended to clarify the standards by which academic honesty and academically honorable conduct are to be judged.

- Plagiarism
- Cheating on examinations
- Unauthorized Collaboration
- Falsification
- Multiple Submissions
- Evidence and Burden of Proof

The list is merely illustrative of the kinds of infractions that may occur, and it is not intended to be exhaustive. Moreover, the definitions and examples suggest conditions under which unacceptable behavior of the indicated types normally occurs. However, there may be unusual cases that fall outside these conditions that also will be judged unacceptable by the academic community.

## Plagiarism

**NOTE: Plagiarism detection systems are often used by eMajor faculty members. For example, see the following site: [http://turnitin.com/en\\_us/training/student-training](http://turnitin.com/en_us/training/student-training). Faculty are also advised to report violations to the eMajor Administrative offices for investigation.**

Plagiarism is presenting another person's work as one's own. Plagiarism includes any paraphrasing or summarizing of the works of another person without acknowledgment, including the submitting of another student's work as one's own. Plagiarism frequently involves a failure to acknowledge in the text, notes, or footnotes the quotation of the paragraphs, sentences, or even a few phrases written or spoken by someone else.

The submission of research or completed papers or projects by someone else is plagiarism, as is the unacknowledged use of research sources gathered by someone else when that use is specifically forbidden by the instructor. Failure to indicate the extent and nature of one's reliance on other sources is also a form of plagiarism.

Finally, there may be forms of plagiarism that are unique to an individual discipline or course, examples of which should be provided in advance by the instructor. The student is responsible for understanding the legitimate use of sources, the appropriate ways of acknowledging academic, scholarly, or creative indebtedness, and the consequences of violating this responsibility.

## Cheating on Examinations

Cheating on examinations involves giving or receiving unauthorized help before, during, or after an examination. Examples of unauthorized help include the use of notes, texts, "crib sheets," websites, electronic documents or notes, and computer programs during an examination (unless specifically approved by the instructor), or sharing information with another student during an examination (unless specifically approved by the instructor). Other examples include intentionally allowing another student to view one's own examination and forbidden collaboration before or after an examination.

## Unauthorized Collaboration

Submission for academic credit of a work product, developed in substantial collaboration with other person or source but represented as



one's own effort, is unauthorized. Seeking and providing such assistance is a violation of academic honesty. However collaborative work specifically authorized by an instructor is allowed.

## **Falsification**

It is a violation of academic honesty to misrepresent material or fabricate information in an academic exercise, assignment or proceeding. Some examples of falsification are:

- false or misleading citation of sources
- the falsification of the results of experiments or of computer data
- false or misleading information in an academic context in order to gain an unfair advantage.

## **Multiple Submissions**

It is a violation of academic honesty to submit substantial portions of the same work for credit more than once without the explicit consent of the instructor(s) to whom the material is submitted for additional credit. In cases in which there is a natural development of research or knowledge in a sequence of courses, use of prior work may be desirable, or required. However, the student is responsible for indicating in writing, that the current work submitted for credit is cumulative in nature.

## **Evidence and Burden of Proof**

In determining whether or not academic dishonesty has occurred, guilt must be proven by a preponderance of the evidence. This means that if the evidence that academic dishonesty occurred produces a stronger impression and is more convincing compared to opposing evidence, then academic dishonesty has been proven. In other words, the evidence does not have to be enough to free the mind from a reasonable doubt but must be sufficient to incline a reasonable and impartial mind to one side of the issue rather than to the other. Evidence as used in this statement can be any observation, admission, statement, or document that would either directly or circumstantially indicate that academic dishonesty has occurred. Electronic means may be used to monitor student work for the inappropriate use of the work of others.

## **Discover an Error?**

If you discover a typo, broken image, or other error in your eMajor course, use the [eMajor Student Change Request Form](#) to report the required change. Once the form is submitted, an eMajor staff member will contact you within 48 hours.

Please note that this form is NOT for grade related or instructor related complaints. To report this type of information, please access the [Student Complaint Policy](#) page on the eMajor website.