

<b>Course</b>	<b>HLTH 5040 / NL / Human Resource Management in Health Administration</b>
<b>Term</b>	Fall 1, 2009 – Wednesday – 6:00 pm – 10:00 pm 8/19, 8/26, 9/2, 9/9, 9/16, 9/23, 9/30, 10/7, 10/14
<b>Instructor</b>	Name: Dr. R. D. O'Connor Work Phone: (904) 268-4560 Email: <a href="mailto:roconn@webster.edu">roconn@webster.edu</a>
<b>Catalog Description</b>	This course examines the traditional concerns of human resources management within the health administration field. Particular attention is paid to compensation management, employee recruitment, employee retention, employment policies, and the legal environment of human resource management. The various employment arrangements and contracts of physicians, nurses, and allied health professionals are discussed.
<b>Prerequisites</b>	HLTH 5000
<b>Course Level Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Students will be able to identify and explain the recruitment practices of health service organizations</li> <li>• Students will be able to appraise retention practices of health service organizations</li> <li>• Students will be able to identify the methods for a wage and salary schedule</li> <li>• Students will be able to construct the legal environment of human resource management</li> <li>• Students will be able to prescribe a training and development program for a chosen health service organization</li> </ul>
<b>Materials</b>	<p>Flynn, W.J., Mathis, R.L., and Jackson, J.H. (2007). <b>Healthcare Human Resource Management</b>. Thomson/South-Western, U.S.A. ISBN# 0-324-31704-2</p> <p><b>To Order Textbooks go to the local North FL website <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on Order Textbooks to select a vendor</b> <b>Note: Textbooks must be ordered 2 weeks prior to class to ensure delivery</b></p> <p><b>Supplemental Reading:</b></p> <ul style="list-style-type: none"> <li>• <b><u>Research Paper Guidelines and Sample Paper</u></b> – See website @ <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on the Student Resources category.</li> </ul>

<p><b>Grading</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Assignments</th> <th style="text-align: right;">Maximum Points</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>Internet Passport Articles, seven @ three points, and one Chapter Assignment and Presentation @ 20 points.</li> </ul> </td> <td style="text-align: right;">41 Points</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Individual Project Paper (20 points) and Presentation (10 points)</li> </ul> </td> <td style="text-align: right;">30 Points</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Mid-term and Final Exams (10 points each)</li> </ul> </td> <td style="text-align: right;">20 Points</td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Class Participation and Attendance</li> </ul> </td> <td style="text-align: right;"><u>9 Points</u></td> </tr> <tr> <td><b>TOTAL</b></td> <td style="text-align: right;"><b>100 Points</b></td> </tr> </tbody> </table> <p>Letter grades will be assigned pursuant to the following scores based on the percent of the total possible points (weighted according to the scale above) that you earned in the course.</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Percentage of Total Points</th> <th style="text-align: left;">Grade</th> </tr> </thead> <tbody> <tr> <td>95%-100%</td> <td>A</td> </tr> <tr> <td>90%-94%</td> <td>A-</td> </tr> <tr> <td>88%-89%</td> <td>B+</td> </tr> <tr> <td>84%-87%</td> <td>B</td> </tr> <tr> <td>80%-83%</td> <td>B-</td> </tr> <tr> <td>70%-79%</td> <td>C</td> </tr> <tr> <td>Below 70%</td> <td>F</td> </tr> </tbody> </table>	Assignments	Maximum Points	<ul style="list-style-type: none"> <li>Internet Passport Articles, seven @ three points, and one Chapter Assignment and Presentation @ 20 points.</li> </ul>	41 Points	<ul style="list-style-type: none"> <li>Individual Project Paper (20 points) and Presentation (10 points)</li> </ul>	30 Points	<ul style="list-style-type: none"> <li>Mid-term and Final Exams (10 points each)</li> </ul>	20 Points	<ul style="list-style-type: none"> <li>Class Participation and Attendance</li> </ul>	<u>9 Points</u>	<b>TOTAL</b>	<b>100 Points</b>	Percentage of Total Points	Grade	95%-100%	A	90%-94%	A-	88%-89%	B+	84%-87%	B	80%-83%	B-	70%-79%	C	Below 70%	F
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<p><b>Activities</b></p>	<p><b>Process:</b> This course utilizes an enhanced web site. All communication, assignments and exams will be submitted or posted via the web site.</p> <p><b>Evaluation:</b> Case studies, current event article discussions, take home exams, video presentations and critical papers are all appropriate for the student evaluation.</p> <p><b>Internet Passport Articles, Chapter Assignments and Presentations:</b></p> <ul style="list-style-type: none"> <li>Each student will be required to select topics of interest related to the chapters covered each week, <b>beginning with Week 2</b>, and review a recent article on each topic. Ideally, the topic will also pertain to the student's planned Capstone Project.</li> <li>Each article summary/presentation (7) is worth three points each for a total of 21 points.</li> </ul>																												

- For each topic selected, the student will:
  - Obtain one (1) article from Passports or other reputable sources (must be at least 2 pages in length).
  - Prepare a one-page, double-spaced, typewritten summary of the article, highlighting the key points of the article and relating the topic to the textbook. Summary should include references in approved APA format.
  - Develop a question or an activity to stimulate discussion of the key points.
  - Submit copy of summary, article, and question/activity to the instructor via the enhanced web site.
  - Present article summary to class and lead a discussion.

**Chapter Presentation:** Each student will present a thorough summary of an assigned chapter or chapters, lead a group discussion and conduct a question and answer session and/or an exercise.

**Individual Project Paper / Presentation (Including Passports Internet Research):**

- During Session 1, the instructor will provide details regarding format and sources for the research paper.
- The paper must meet specifications for length (8-10 pages of text; this does not include the title page, abstract or list of references), grammar, organization, and references.
- A MINIMUM of five (5) articles/resources must be from Passports or other reputable sources and used to satisfy the requirements of the research project. There is no limitation on the number or type of resources that may be utilized. All references and citations must be in proper APA format.
- The paper will include a review of the articles/resources, a discussion of what insights the student obtained from the articles, and a discussion of the student's recommendations to healthcare managers based on these articles.
- The Research Project will be graded on (a) EFFICIENCY AND EFFECTIVENESS OF CONTENT, (b) GRAMMAR. (c) APA FORMAT and (d) ORAL PRESENTATION.
  - Efficiency is judged by the conciseness of the student's approach towards resolution and the associated narrative supporting the student's analysis and position. In most instances, less is more.
  - Effectiveness is judged by the ability of the student to identify and address the issue. In addition, the effectiveness of the final work-product will be considered in terms of keeping the interest of the reader.
- Oral presentation will include PowerPoint or comparable media lasting no more than 10 minutes.

**Mid-term and Final Exams:**

- Each exam is worth 10 points, for a total of 20 points.
- Exams will cover material from the textbook, articles, instructor-provided material and class discussions.

**Class Participation and Attendance:**

- Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend. **PLEASE BE ADVISED:** Students who do not attend the first class session, who have not made prior arrangements with the instructor for being absent, will be dropped from their courses.
- Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor's Letter, etc.) as to absence relating to non-completion of class work. These must be faxed 904-262-1459 or dropped off to Webster University by the Monday after the term ends.
- Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.
- Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.
- Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.
- A maximum of 9 points will be awarded based on the level and quality of participation and preparation.
- Failure to turn in an assignment within one week will result in a grade of "0" for that assignment. In addition, failure to submit an assignment will lower the final grade by an additional two points.
- All assignments are due as detailed in the Course Schedule.
- Late assignments will be accepted, if they are turned in **no later** than one week later, but will be penalized one letter grade. Furthermore, late assignments will lower the student's final grade by an additional one point.
- Late assignments will not be accepted for the final assignments the last week of the course to allow timely completion and grades to be

	submitted.
<p><b>Policy Statements:</b></p> <p><b>University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university’s published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b></p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b></p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b></p> <p>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b></p> <p>It is essential that all classes meet for the full instructional time as</p>

	<p>scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>	
<p><b>Course Policies</b></p>	<p><b>Cheating and Plagiarism</b></p> <p>Of course, students are expected to do their own work. Students who claim that someone else’s work is theirs may face disciplinary action. Plagiarism can be avoided simply by the use of quotation marks when quoting and citation when paraphrasing someone else’s work.</p> <p><b>Absenteeism</b></p> <p>Students who miss more than one class will have to make up additional work. Students who miss more than two classes may be advised to drop the course or may have their grade lowered commensurately</p> <p><b>Make-Up Requirements</b></p> <ul style="list-style-type: none"> <li>• For each class hour missed, a one (1) page, double-spaced, typed paper, with one (1) reference will be submitted by the end of the term. The instructor will assign the topic. A four (4) hour class will require four (4) pages supported with (4) references from popular or academic press.</li> <li>• This paper will be graded and incorporated in the class participation grade. If the make-up work is not submitted, the student's final grade will be reduced one (1) letter grade.</li> <li>• Students are responsible for any class material presented during their absence, and any assignments due should be submitted prior to the absence, if possible.</li> </ul> <p>NOTE: This syllabus may be revised or changed without prior notice by the instructor.</p>	
<p><b>Weekly Schedule</b></p>		<p><b>Pre-Assignments for Session 1:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 1 of the text (NOTE: references to the Joint Commission on Accreditation of Healthcare Organizations [JCAHO] should be changed to: The Joint Commission)</li> <li>• Write a one-page paper on what you believe is a major challenge for Healthcare Human Resources today</li> <li>• Be prepared to discuss Case Study on page 18 and 19 of text</li> </ul>

	<p><b>Session 1</b></p>	<p><b>THEME: The Nature and Challenges of Healthcare HR Management</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Introduction and class organization</li> <li>• Review course syllabus, class requirements and grading</li> <li>• Discussion of article reviews and research paper</li> <li>• Chapter 1: The Nature and Challenges of Healthcare HR Management</li> <li>• Discussion on students' views of major challenges in Healthcare HR</li> <li>• Discussion of case, pages 19 and 20</li> </ul> <p><b>Assignments for Session 2:</b></p> <ul style="list-style-type: none"> <li>• Chapters 2 and 3, article from chapters</li> <li>• Cases: page 32 and page 52</li> </ul>
	<p><b>Session 2</b></p>	<p><b>THEME: HR Competencies, Structures, Quality Standards and Strategic HR</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Present article #1</li> <li>• Chapter 2: Healthcare HR Competencies, Structures, and Quality Standards</li> <li>• Chapter 3: Strategic HR Management</li> <li>• Group discussion of cases</li> </ul> <p><b>Assignments for Session 3:</b></p> <ul style="list-style-type: none"> <li>• Determine topic for individual project</li> <li>• Read Chapters 4-5 of text, article #2 from chapters</li> <li>• Read Cases: pages 80 and 104</li> </ul>
	<p><b>Session 3</b></p>	<p><b>THEME: Legal Issues and Job Design/Analysis</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Submit topic for individual project via web site</li> <li>• Chapter 4: Legal Issues Affecting the Healthcare Workplace</li> <li>• Chapter 5: Job Design and Analysis</li> <li>• Present article #2</li> <li>• Discuss assigned cases</li> </ul> <p><b>Assignments for Session 4:</b></p> <ul style="list-style-type: none"> <li>• Chapters 6 and 7, article #3</li> <li>• Cases: pages 131-132 and 154</li> </ul>

	<p><b>Session 4</b></p>	<p><b>THEME: Recruitment/Selection and Employee Retention</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Chapter 6: Healthcare Recruitment and Selection</li> <li>• Chapter 7: Organizational Relations and Employee Retention in Healthcare</li> <li>• Group discussion of assigned cases</li> <li>• Present article #3</li> </ul> <p><b>Assignments for Session 5:</b></p> <ul style="list-style-type: none"> <li>• Midterm exam on Chapters 1-7</li> <li>• Prepare research paper references list with at least five sources from Passports or other reputable sources</li> <li>• Read Chapters 8-9 of text, prepare article summary #4, topic from Chapters 8-9</li> <li>• Read Cases: pages 182 and 200-201</li> </ul>
	<p><b>Session 5</b></p>	<p><b>THEME: Training and Performance Management</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Midterm Exam</li> <li>• Hand in research paper reference list</li> <li>• Chapter 8: Training and Development in Healthcare Organizations</li> <li>• Chapter 9: Performance Management in Healthcare Organizations</li> <li>• Present article #4</li> <li>• Discuss cases</li> </ul> <p><b>Assignments for Session 6:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 10 and 11, article #5</li> <li>• Cases: page 222-223 and 242-243</li> </ul>
	<p><b>Session 6</b></p>	<p><b>THEME: Employee Relations and Labor Relations</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Present article #5</li> <li>• Chapter 10: Employee Relations in the Healthcare Industry</li> <li>• Chapter 11: Labor Relations and Healthcare Organizations</li> <li>• Discuss cases</li> </ul> <p><b>Assignments for Session 7:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 12-13, article #6</li> <li>• Cases: page 272 and 299-300</li> <li>• <i>OPTIONAL: Submit rough draft of paper for free critique</i></li> </ul>

	<b>Session 7</b>	<b>THEME: Compensation and Benefits</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Chapter 12: Healthcare Compensation Practices</li> <li>• Chapter 13: The Management of Benefits and Variable Pay in Healthcare</li> <li>• Present article #6</li> <li>• Discuss cases</li> </ul> <b>Assignments for Session 8:</b> <ul style="list-style-type: none"> <li>• Chapter 14, article #7</li> <li>• Case: page 328</li> </ul>
	<b>Session 8</b>	<b>THEME: Safety/Health/Security</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Chapter 14: Safety, Health, and Security in Healthcare Organizations</li> <li>• Present article #7</li> <li>• Discuss cases</li> <li>• <i>Optional: Submit draft of paper for free critique</i></li> </ul> <b>Assignments for Session 9:</b> <ul style="list-style-type: none"> <li>• Prepare for final exam on Chapters 8-14</li> <li>• Complete individual project paper</li> <li>• Prepare Power Point presentation on research project</li> </ul>
	<b>Session 9</b>	<b>THEME: Final Exam and Project Presentations</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Submit individual research projects via enhanced web site after presentation</li> <li>• Individual Project presentations</li> </ul>
<b>Additional Information</b>	None	

Revised 07/05/09