

Course	HLTH 5020: Organizational Planning and Change in Health Administration
Term	Fall 2, 2009
Instructor	Name: Rosalind Conner Phone: 816-309-8407 Email: Rosalind@rosalindconner.com
Catalog Description	This course identifies the various ways of introducing change in organizations and larger organizational systems as adaptive responses to the external environment. Change efforts at the macro, meso, and micro levels of organization are considered. Particular attention is given to the leadership role in health organizations and health systems. Organizational responses to the issues of market changes, managed care, and system consolidation and systems integration are analyzed.
Prerequisites	HLTH 5000
Course Level Learning Outcomes	<ul style="list-style-type: none"> • The student will be able to identify external and internal forces of organizational change. • The student will be able to differentiate the three major levels of organization. • The student will be able to determine the need for organizational change and apply the appropriate change processes to the appropriate organizational level. • The student will be able to appraise the increased efficiency and effectiveness of the organization as a result of the change process.
Materials	<p>Required Textbook</p> <p>Shortell, S.M. & Kaluzny, Healthcare Management, Organizational Design & Behavior, 5th Edition. ISBN: 1-4180-0189-9</p> <p>The book may be obtained through MBS Direct Books at 1-800-325-3252 or www.mbsdirect.net.</p>
Grading	<p>Exam 1 140 points</p> <p>Exam 11 140 points</p> <p>Paper 1 100 points</p>

	<p>Paper 11 100 points Attendance/Class Participation 10 points/class = 80 points Assignments 30 points/class = 240 points Final Presentation 200 points</p> <p><u>Point Grading:</u> A 95-100 A- 90-94.9 B+ 87-89.9 B 83-86.9 B- 80-82.9 C 70-79.9</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course
Activities	<p>Evaluation methods</p> <p>Essay tests, short case studies, oral presentations on organizational change and development</p>
Policy Statements: University Policies	<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><i>Academic Honesty</i></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><i>Drops and Withdrawals</i></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</p>

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.

Special Services

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.

Disturbances

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.

Student Assignments Retained

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.

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.

<p>Course Policies</p>	<ol style="list-style-type: none"> 1. Class Attendance: Attendance for all scheduled class period is an expectation. Attendance will be taken at the beginning and end of class. 2. Cell Phones/Pagers: Please turn these OFF or in VIBRATE mode during class.
<p>Weekly Schedule</p>	<p><u>Week 1:</u> Review Syllabus and class requirements. Students are expected to have read chapters 1&2 prior to class. Bring 2 articles to discuss that address any management issue; i.e., management challenges facing managers today.</p> <p><u>Week 2:</u> Review Chapters 3 & 4. Bring 2 articles addressing any topic reflecting the learning objectives of Chapters 3 & 4. Bring a copy of your balanced scorecard.</p> <p><u>Week 3:</u> Review Chapters 5 & 6. Bring 1 article addressing conflict management and 1 on any employment law issues; i.e., ADA, labor relations, unions, etc.</p> <p><u>Week 4:</u> Chapter 7 & 8 review. Paper #1due: health care issue. 2 articles; 1 addressing process improvement, TQM and 1 article on the Deming Philosophy.</p> <p><u>Week 5:</u> Chapter 10 review. Exam 1. Bring 1 article addressing an ethical issue and 1 article addressing team/group work or the differences of.</p> <p><u>Week 6:</u> Chapter 11 & 12 review. Bring 2 articles on marketing strategies and/or strategic alliances or internal strategic analysis.</p> <p><u>Week 7:</u> Chapter 13 & 14 Review. Paper #2 due. Bring an example of a process you have recently benchmarked with 2 other organizations.</p> <p><u>Week 8:</u> Chapter 15 review. Exam 2. Bring 2 articles on the future of healthcare.</p> <p><u>Week 9:</u> Group Presentations, Course Evaluations</p>
<p>Additional Information</p>	<p><u>Papers:</u> Subjects will be reviewed the first night of class. The papers are to be no less than 8 double-spaced typed written pages and nor more than 6 pages. APA format is expected.</p> <p><u>Formal Presentation:</u> Students will be presenting in a group format a formal and interactive presentation the last session. The presentation should be of high quality using appropriate audio-visuials, ie. Power point, handouts, etc. Each student will be graded by the professor and other students. Each student presentation should last between 10 – 15 minutes.</p>

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