DOANE
UNIVERSITY

Course Syllabus

Course Information

BUS 649
Management of Healthcare Organizations
SP18 (Mar 12 – May 6)
3 Credit Hours

Instructor Information

Dr. Kimberley Meisinger
Doane University

Contact Information

Email Address: kimberley.meisinger@doane.edu

Communicating With the Instructor

This course uses a "three before me" policy for student to faculty communications. When questions arise during the course of this class, please remember to check these three sources for an answer before asking me to reply to your individual questions:
1. Course syllabus
2. Announcements in Blackboard
3. The Q & A discussion board

This policy will help you in potentially identifying answers before I can get back to you and it also helps your instructor avoid answering similar questions or concerns multiple times.

If you cannot find an answer to your question, please first post your question to the Q & A questions discussion board. Here your question can be answered for the benefit of all students by either your fellow students who know the answer to your question or the instructor. You are encouraged to answer questions from other students in the discussion forum when you know the answer to a question in order to help provide timely assistance.

If you have questions of a personal nature such as relating a personal emergency, questioning a grade on an assignment, or something else that needs to be communicated privately, you are welcome to contact me via email or phone. My preference is that you will try to email me first. I will usually respond to email and phone messages from 8am to 5pm on weekdays, please allow 24 hours for me to respond.

If you have a question about the technology being used in the course, please contact the Doane University Help Desk for assistance (contact information is listed below).

Course Catalog Description

In this course, learners will be introduced to a framework for addressing management problems in health care organizations. This will occur through exposure to a variety of management ideas, theories and applications centered on the core management functions of planning, organizing, leading, and controlling.

Course Prerequisites

None

Course Textbook and Materials

Required Text:
The power of positive deviance: how unlikely innovators solve the world's toughest problems. (2010). Boston, Mass: Harvard Business Press.

ISBN-13: 978-1422110669

Learning Objectives

Course Objectives

Students will:

1. Apply leadership and management principles to solve complex healthcare issues.
2. Demonstrate professional communication techniques to lead, organize and plan within a healthcare organization.
3. Select evidence-based methods to promote healthy work environments within a healthcare setting.
4. Identify methods to resolve conflict that remove barriers and generate effective decision making
5. Collaborate with peers to construct a mock healthcare system that utilizes best practices.

BUS649 Course Objectives	Module Number/ Topic	Module Objectives	Activity	Technology
Apply leadership and management principles to solve complex healthcare issues. (1)	**1/** Leadership and Management Theory in Healthcare	1. Compare and Contrast the various types of leadership and management theories used in healthcare organizations.	Self Introduction Presentation/Discuss Leadership/Management Theory Reflection on the Results of the Self Assessment	Zoom Bb Discussion Tool Bb Assignment Tool
Apply leadership and management principles to solve complex healthcare issues. (1) Select evidence-based methods to promote healthy work environments within a healthcare setting. (3)	**2/** Culture, Motivation and Ethics	1. Describe strategies to drive a positive work culture, motivate individuals and provides ethical leadership.	Devise Workplace Strategies Healthy Work Environments Discussion	Bb Assignment Tool Bb Discussion Tool
Apply leadership and management principles to solve complex healthcare issues. (1) Demonstrate professional communication techniques to lead, organize and plan within a healthcare organization. (2)	**3/** Planning: Strategic, Project	1. Formulate a plan to drive strategy within a healthcare setting.	Mission, Vision and Values Statement	Google Folder Bb Assignment Tool
Demonstrate professional	**4/** Organizing:	1. Identify complex	Organizational chart	Excel, MS

communication techniques to lead, organize and plan within a healthcare organization. (2) Select evidence-based methods to promote healthy work environments within a healthcare setting. (3) Collaborate with peers to construct a mock healthcare system that utilizes best practices. (5)	Complex Adaptive Systems: Structure/People /Groups and Teams	adaptive systems within a healthcare setting. 2. Create structures within the healthcare setting that allow for individuals, groups and teams to collaborate.	Strategic Plan Draft Job Descriptions, Role and Responsibilities Discussion	Word or Google Sheets Google Folder Bb Assignment Tool Bb Discussion Tool
Demonstrate professional communication techniques to lead, organize and plan within a healthcare organization. (2) Select evidence-based methods to promote healthy work environments within a healthcare setting. (3) Identify methods to resolve conflict that remove barriers and generate effective decision-making. (4)	5/ Staffing: Human Capital, Laws and Regulations, and Diversity	1. Appraise various types of staffing methodologies to create a policy on staffing that selects best practices within a healthcare system.	Healthcare System Policy/Proposal Staffing Methodologies Used in Healthcare Discussion Policy and Procedure Drag n' Drop	Bb Assignment Tool Bb Discussion Tool Articulate eLearning Module
Apply leadership and management principles to solve	6/ Performance	1. Demonstrate effective methods for	Written Performance Appraisal and	Zoom and Bb

complex healthcare issues. (1) Demonstrate professional communication techniques to lead, organize and plan within a healthcare organization. (2) Select evidence-based methods to promote healthy work environments within a healthcare setting. (3) Identify methods to resolve conflict that remove barriers and generate effective decision-making. (4)		conducting and evaluating performance.	Presentations Effective and Ineffective Performance Appraisal Strategies Discussion Reflection on Performance Appraisal Execution	Assignment Tool Bb Discussion Tool Bb Assignment Tool
Apply leadership and management principles to solve complex healthcare issues. (1) Select evidence-based methods to promote healthy work environments within a healthcare setting. (3) Identify methods to resolve conflict that remove barriers and generate effective decision-making. (4)	**7/** Managing Change, Collaboration and Communication	1. Manage complex issues to facilitate communication, collaboration and change management principles.	Case Analysis and Planning Discussion Reflection on Case Scenario Aftermath	Bb Assignment Tool Bb Discussion Tool
Apply leadership and	**8/** Putting it all	1. Construct final	Executive Summary on	Bb

| management principles to solve complex healthcare issues. (1)

Demonstrate professional communication techniques to lead, organize and plan within a healthcare organization. (2)

Select evidence-based methods to promote healthy work environments within a healthcare setting. (3)

Identify methods to resolve conflict that remove barriers and generate effective decision-making. (4)

Collaborate with peers to construct a mock healthcare system that utilizes best practices. (5) | together | strategic plan.

2. Create final recommendations to case study analysis

3. Critique leadership self-assessment in order to develop plan for continued development. | Case Study Recommendations

Post and provide feedback on peers' strategic plan presentations

Leadership Development Plan

Strategic Plan and Presentation | Assignment Tool

Bb Discussion Tool

Bb Assignment Tool

Zoom and Bb Assignment Tool |

Power Skills for BUS 649
(AACU Rubrics will be integrated into the assignment grading to measure skill development under content/focus.)

Legend: I = Introduced, R = Reinforced, M = Mastery

	Course Objectives	Team work (Fosters Constructive team climate)	Critical Thinking (Student's Position (perspective/thesis and hypothesis)	Ethical Reasoning (Evaluation of differing ethical perspectives)	Analysis (Analysis)	Integrative Learning (Transfer)
Module 1/ Leadership and Management theory in Healthcare	1		I		I	
Module 2/ Culture, Motivation and Ethics	1,3	I		I		I
Module 3/ Planning: Strategic, Project	1,2,5	R1	R1		R1	R1
Module 4/ Organizing: Complex Adaptive Systems: Structure/People /Groups and Teams,	2,3,5	R2			R2	R2
Module 5/ Staffing: Human Capital, Laws and Regulations, and Diversity	2,3,4		R2	R2		
Module 6/ Performance	1,2,3,4				M	
Module 7/ Managing Change, Collaboration and Communication	1,3,4	M		M		
Module 8/ Putting it all together	1,2,3,4,5		M			M

Course Requirements

Online Course

This is an online course and therefore there will not be any face-to-face class sessions. All assignments and course interactions will utilize internet-based technologies.

Attendance Policy

You should plan to work on this course everyday. This means that you must have a reliable and consistent internet connection throughout the duration of the course. It is strongly recommended that you not take any vacations during this course. This is a condensed, fast-paced course and it would be extremely difficult to catch up after a prolonged absence.

Course Preparation and Participation

Preparation for class means reading the assigned readings & reviewing all information required for that week. *Attendance* in an online course means logging into the Blackboard and on a regular basis and *participating* in the all of activities that are posted in the course.

Studying and Preparation Time

The course requires you to spend time preparing and completing assignments. A three-credit course requires 144 hours of student work. Therefore expect to spend approximately 18 hours a week preparing for and actively participating in this 8-week course.

Computer Requirements

Minimum computer requirements for the successful use of Blackboard: http://www.doane.edu/about-doane/offices/its/help-and-support#min_requirements

Minimum computer requirements for success in this course:
- Reliable computer and internet connection
- A web browser (Chrome or Mozilla Firefox)
- Adobe Acrobat Reader (free)
- Word processing software—Microsoft Word or Google Docs
- Webcam and mic

Email and Internet

You must have an active Doane University email account and access to the Internet. *All instructor correspondence will be sent to your Doane* University *email account.* Please plan on checking your Doane Gmail account regularly for course related messages.

This course uses Blackboard for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Blackboard Course Site can be accessed at http://bb2.doane.edu

Campus Network or Blackboard Outage

When access to Blackboard is not available for an extended period of time (greater than one entire evening - 6pm till 11pm) you can reasonably expect that the due date for assignments will be changed to the next day (assignment still due by 11:59pm).

Technical Support Contact Information

For technical assistance 24 hours a day, 7 days a week, please contact the Doane University Technology Office Help Desk:

> Phone: 402-826-8411
> Email: helpdesk@doane.edu
> Web: http://www.doane.edu/about-doane/offices/its/help-and-support

Course Grading

Grades and Grading Scale

Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

- A   100 – 90
- B   89 – 80
- C   79 – 70
- D   69 – 60
- E   59 and below

See the requirements for the specific assignments on Blackboard.

Late or Missed Assignments

ALL assignments must be finished and turned in to complete the course. Initial discussion board post need to be posted by Thursday. Initial discussion board posts after this date will receive a zero in the gradebook. Written assignments, presentations etc will receive a 25% point reduction in addition to any additional points taken off during the grading process. Student should notify the instructor BEFORE the assignment is due if there is a situation that prevents the student from submitting the assignment by the due date.

Submitting Assignments

All assignments, unless otherwise announced by the instructor, must be submitted via Blackboard. Each assignment will have a designated place for submission.

Drop and Add dates

If you feel it is necessary to withdraw from the course, please contact your advisor for full details on the types of withdrawals that are available and their procedures.

Subject to change notice

All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor, review the course site regularly, or communicate with other students, to adjust as needed if assignments or due dates change.

Academic Integrity

Doane University expects and requires all its students to act with honesty and integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly attempting or assisting others to gain academic success by dishonest means, is manifested in various measures. Gehring, et al, (1986) suggests that four categories of academic dishonesty exist[1]:

a.   Cheating
b.   Fabrication
c.   Facilitating academic dishonesty
d.   Plagiarism

For more information on academic integrity, please visit the website: http://catalog.doane.edu/content.php?catoid=4&navoid=191

How to Succeed in this Course
- Check your Doane email regularly
- Log in to the course web site daily
- Communicate with your instructor
- Create a study schedule so that you don't fall behind on assignments

Accessibility Statement

In compliance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act of 1990, professional disability specialists and support staff at Doane University facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities. Doane University staff coordinate student transitions from high schools and community colleges, conduct in-service training for faculty and staff, enable the resolution of accessibility issues, conduct community outreach, and facilitate collaboration between all Doane University regarding disability policies, procedures, and accommodations.

Accessibility Services

Doane University Access/Services for Students with Disabilities
http://www.doane.edu/disability-services

Contact Person: Chris Brady Phone: 402.467.9031 Email: chris.brady@doane.edu

Disability Self-Identification Form: https://www.doane.edu/student-disability-identification-form

Academic Support

Contact Person: Tere Francis Phone: 402.466.4774 Email: terese.francis@doane.edu

Student Services

http://www.doane.edu/gps/student-services

Student Conduct Statement

Students are required to adhere to the behavior standards listed in *Doane University Policy Manual.*

Appropriate classroom behavior is defined by the instructor. This includes the number and length of individual messages online. Course discussion messages should remain focused on the assigned discussion topics. Students must maintain a cordial atmosphere and use tact in expressing differences of opinion. Inappropriate discussion board messages may be deleted if an instructor feels it is necessary. Students will be notified privately that their posting was inappropriate.

Student access to the course Send Email feature may be limited or removed if an instructor feels that students are sending inappropriate electronic messages to other students in the course.

Instructional Technology Accessibility and Privacy Policies

http://www.doane.edu/instructional-design-services/policies

Syllabus Disclaimer

The instructor views the course syllabus as an educational contract between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes face-to-face, via email or in the course site Announcements. Please remember to check your Doane University email and the course site Announcements often.