I Course Definition: Introduction of administrative theory to health care delivery, policy, and planning. Focus on managerial structures and functions and their application in the health care workplace...

This course is a three credit, elective for Public Health/Health Administration students interested in expanding their frame of reference to include the administration, management, and leadership of organizations providing health services in a wide range of settings.

II Required Textbook: Management of Healthcare Organizations
Peter C. Olden
Healthcare Administration Press

A number of additional readings will be assigned including handouts in class discussing management practices and theories as well as supplementing the related health care chapters and topics.

III Learning Objectives:

Provide an understanding of basic managerial skills and processes including leadership, planning, project management, financing and monitoring.

Introduce organizational behavior, culture, and adaptation in health care systems

Identify and analyze the major elements that influences strategic thinking, policy and management decisions within healthcare systems

Compare & contrast governance, strategy, structure, functions and performance across various health care organizations.

Apply managerial concepts and practices to health care organizations.

IV Core Competencies Addressed
Successful completion of this course satisfies the following core competencies under AUPHA, the accrediting agency for undergraduate health administration degrees:

- management and organizational theory;
- strategic thinking;
- human resource functions;
- governance, structure and roles;
- written and oral communications;
- critical thinking and analysis;
- application of theory to practice and
- leadership and teamwork

**Format of the course:** The course will include lectures and substantial class participation. Lectures will follow the course syllabus, which may require adjustment during the course of the semester. Any such changes will be communicated well in advance. Lectures will review assigned readings and highlight practical examples of healthcare administration and “real-life” tools and techniques of management.

Students will be encouraged to develop practical skills useful in Healthcare Administration. Students will be required each week to complete the 2 “Try It, Apply It” exercises in the textbook each week. Group and class discussions will be occur each week to share best practices. Students will learn management principles applied in various health services organizations.

Exams: will include materials covered in the assigned text, materials discussed during class lectures and class discussions. The Exam format will vary and may include a combination of the following types of questions: true and false, multiple choice, complete the answer, essay and short essay.

**IV. Grading:**

- Examination #1 – 100 points
- Examination #2 – 100 points
- Try it, Apply it Exercises/ Participation – 100 points

**Homework,** will be required each class. Submission of the assignment is required at the beginning of class to the assignments section of the Sakai page. E mail submissions will not be accepted. If submitted late, homework material will be deducted 50% of the grade assigned for each assignment. Additionally, no homework materials will be accepted later than 1 week of the class assignment. Homework grades will be considered final after the following week of class, with no further retro adjustments occurring.

The above three grades will be averaged together for the determination of the final grade worth a maximum of 300 points and final grades are not negotiable.

**V.** Each student is expected to come to class fully prepared and actively participate in the class discussion.

VI. Academic Misconduct (Academic Integrity Policy)
The University’s Academic Integrity Policy can be found at: [http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf)
Please note that penalties for misconduct range from failing an assignment/ exam to dismissal from the university.
VII. Absence from class, Missed exams. *Students are expected to attend all classes; if you expect to miss one or two classes, please use the University absence reporting website https://sims.rutgers.edu/ssra/ to indicate the date and reason for your absence. An email is automatically sent to me.*

*Please note: Arrangements for missed exams are to be made within 24 hours of the missed class. Absences relating to extenuating circumstances will be considered.*

VIII. Office hours will occur after class. Should a student require assistance, additional meeting times can be arranged by emailing Mr. Druker

**NOTE:** Please feel free to see the Instructor with any special accommodation needs.

**NOTE:** Any changes to the syllabus will be communicated to the students in advance.

**Grading Scale**

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>89.5-100</td>
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<tr>
<td>B+</td>
<td>84.5-89.49</td>
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<tr>
<td>B</td>
<td>79.5-84.49</td>
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**Course Schedule:**

**Week 1** 9/6/17  
- Course overview, objectives, expectations, format, and examinations  
- Introductory discussion of health services and the healthcare delivery system (HCDS)  
- Introductory discussion of health services administration, regulatory overview  
- Discussion of health Services  
- Review of Chapter #1  
  **Assignment:** read chapters #2 and #3, “Try It, Apply It”

**Week 2** 9/13/17  
- Review “Try It, Apply It” Exercise  
- Review and discuss assignment - Chapter #2 & #3  
- Review healthcare Organizations and Health Services  
- Discuss Management, history and evolution of Management Theory  
- Discuss Planning, what it is, strategic planning, business plans.  
  **Assignment:** read chapter # 4 “Try It, Apply It” Exercise

**Week 3** 9/20/17  
- Review and discuss “Try It, Apply It” Exercise  
- Review chapter #4  
- Review health services organizing, organizations, systems, factors that may impact  
  **Assignment:** “Try It, Apply It” Exercise, be prepared to discuss the topic of Organizing, Chapter #5

**Week 4** 9/27/17
- review and discuss “Try It, Apply It” Exercise
- review and discussion of chapter #5, Organizing; Organization
- discuss organization, structures, the governing body, linking with other organizations

**Assignment:** Review Chapter 1-5 for Exam #1, read chapter #6, “Try It, Apply It” Exercise review topic - be prepared to discuss the topic of Organizing groups and teams

**Week 5** 10/4/17
Exam #1 (Chapters 1-5, class discussions, any handouts)
- review and discuss “Try It, Apply It” Exercise assignment
- Review chapter #6 – Organizing Groups and Teams
- discuss purpose and structure of groups
- discuss the processes of groups and teams, effective teams

**Assignment:** read chapter #7, “Try It, Apply It” Exercise topic – on Healthcare employees and staffing

**Week 6** 10/11/17
- review and discuss “Try It, Apply It” Exercise assignment
- Review Chapter #7
- review the staffing process
- discuss laws, regulations, designing jobs and work, hiring of staff.

**Assignment:** read chapter #8, “Try It, Apply It” Exercise review - be prepared to discuss retaining employees

**Week 7** 10/18/17
- review and discuss “Try It, Apply It” Exercise assignment
- Review and discuss chapter #8
- review the staffing process
- discuss training, apprising performance, compensating staff

**Assignment:** read chapter #9, “Try It, Apply It” Exercise review - be prepared to discuss Leading: Theories and Models

**Week 8** 10/25/17
Review and discuss “Try It, Apply It” Exercise
- review and discuss chapter #9
- discuss what leadership is
- discuss theories and models
- discuss leading in a professional bureaucracy

**Assignment:** read Chapter #10, Staffing, “Try It, Apply It” Exercise

**Week 9** 11/1/17
- Review of “Try It, Apply It” Exercise,
- Review of Chapter #10, leading, motivating and influencing
- discuss motivation, theory and models. Power and politics

**Assignment:** Be prepared to discuss Chapter #11 and the topic of leading, culture and ethics, “Try It, Apply It” Exercise
Week 10 11/8/17
- Review of “Try It, Apply It” Exercise assignment
- Discussion on the recent election results and potential impact on the HCDS, and health care reform.
- Discuss on Chapter #11 culture, definition of, managing and shaping
- Discuss ethics
- Review of topic of Medical Errors, Regulatory requirements

Assignment: read chapters #12, Controlling and improving performance, “Try It, Apply It” Exercise

Week 11 11/15/17
- Review and discuss “Try It, Apply It” Exercise
- Review chapter #12 – Controlling and improving performance
- Review management functions, styles in the different healthcare sectors
- Discuss specific health administration issues, regulatory over-site

Assignment: read chapters #13 Making decisions and solving problems, “Try It, Apply It” Exercise review.

Week 12 11/29/17
- Review “Try It, Apply It” Exercise
- Discuss chapter #13, Making decisions and solving problems,
- Discuss methods for making decisions, barriers, trends, conflict resolution

Assignment: read Chapter #14 and be prepared to discuss Managing Change “Try It, Apply It” Exercise

Week 13 12/6/17
- Review the “Try It, Apply It” Exercise assignment
- Review chapter #14 – Managing change
- Discuss changes, resistance to change, and managing organizational change
- Discussion on career paths with a Health Care CEO
- Discussion of assuming personal responsibility for one’s own management self-development

Assignment: Read Chapter #15 Professionalism and Communication, “Try It, Apply It” Exercise assignment – communication and healthcare

Week 14 12/13/17
- Review “Try It, Apply It” Exercise assignment
- Discuss chapter #15 Professionalism and Communication
- Discuss importance of professionalism and effective communication

Final Exam 6-15 Chapters

Changes / Updates – will be communicated to you