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 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
A number of additional readings may 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 and 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
- leadership and teamwork

V. Format of the course: The course will include lectures and active 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. Guest speakers may be arranged and scheduled during the semester.

Students will be encouraged to develop knowledge of current events in Healthcare Administration. Students will be required each week to bring in a healthcare article from a current newspaper or journal with a one paragraph typed summary. The summary should comment on the relevant healthcare management issue and highlight the management principles involved. Each week, specific topics or areas will be assigned to correspond to the readings and lectures.

Oral presentations of the current events article will be given by several students each week. Students will be expected to learn about the broad range of healthcare administration opportunities. Students will learn management principles applied in various health services organizations. Students will be expected to demonstrate knowledge of current events and future trends in healthcare administration. Handouts and current event topics may be included into the content of test material.

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 and short essay.

VI. Grading:
- Examination #1 – 100 points
- Examination #2 – 100 points
- Examination #3 – 100 points
- Term paper - 60 points, Term paper on management application in Health Administration must include works cited upon submission of final paper
- Current Events – 140 points
**Current Events Topic Review** will be required each week. Submission of the written summary is required at the beginning of class. **E mail submissions will not be accepted.** If submitted late, a 50% deduction will be assessed. Additionally, **no materials will be accepted later than 1 week after the class assignment.** Current Event grades will be considered final after the following week of class, with no further retro adjustments occurring.

The above five grades will be averaged together for the determination of the final grade worth a **maximum of 500 points** and will not be open for negotiation by the student.

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

**VIII.** Academic Misconduct (Academic Integrity Policy)
The University’s Academic Integrity Policy can be found at:
Please note that penalties for misconduct range from failing an assignment/ Exam to dismissal from the university.

**IX.** 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.*

**X.** Office hours will occur for 30 minutes with a prior appointment after class. Should a student require assistance, additional meeting times can be arranged by calling Mr. Lory.

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

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

**Week 1**
**Wednesday-9/6/17 - First Day of Class**
- Course overview, objectives, expectations, format, examinations, and term paper requirements.
- Introductory discussion of the continuum of health services, the healthcare delivery system (HCDS), health services administration, regulatory overview.
- Review key points in Chapter #1

**Assignment:** Read Chapters #2 and #3, current events topic review, be prepared to discuss the topic of Healthcare Management and Planning.

**Week 2**
**Monday-9/11/17 and Wednesday-9/13/17**
- Monday- Review and discuss current events topic
- Review and discuss assignment - Chapter #2 & #3
- Review Healthcare Organizations and Health Services
- Discuss Management, history and evolution of Management Theory
- Discuss Planning, strategic planning, business plans and their definitions

**Assignment:** Read chapter # 4, current events topic review, be prepared to discuss the topics of organizing and coordinating tasks.

**Week 3**
**Monday-9/18/17 and Wednesday-9/20/17**
- Monday- Review and discuss current events topic
- Review and discuss Chapter #4
- Review health services organizing, organizations, systems and factors that may impact structure

**Assignment:** Read Chapter #5, current events topic review, be prepared to discuss the topic of organizing an Organization.

**Week 4**
**Monday-9/25/17 and Wednesday-9/27/17**
- Monday- Review and discuss current events topic
- Review and discuss Chapter #5
- Discuss organization, structures, the governing body, linking with other organizations

**Assignment:** Review Chapter 1-5 for Exam #1, Read chapter #6, current events topic review, be prepared to discuss the topic of Organizing groups and teams

**Week 5**
**Monday-10/2/17 and Wednesday-10/4/17**
- Monday- Exam #1 (Chapters 1-5, class discussions, any handouts)
- Monday- Review and discuss current events topic
- Review Chapter #6
- Discuss purpose and structure of groups
- Discuss the processes of groups and teams, effective teams

**Assignment:** Read Chapter #7, current events topic review, be prepared to discuss how an organizations recruits employees and determines staffing
Week 6  Monday-10/9/17 and Wednesday-10/11/17
- Monday-Review and discuss current events topic
- Review Chapter #7
- Review the staffing process
- Discuss laws, regulations, designing jobs and work, hiring of staff.

Assignment: Read Chapter #8, current events topic review, be prepared to discuss staffing and employee retention.

Week 7  Monday-10/16/17 and Wednesday-10/18/17
- Monday-Review and discuss current events topic
- Review and discuss Chapter #8
- Discuss retaining staff, training staff, performance evaluations,
- Discuss compensation approaches
- Discuss creating a safe work environment

Assignment: Read chapter #9, current events topic review, be prepared to discuss Leadership theories and models.

Week 8  Monday-10/23/17 and Wednesday-10/25/17
- Monday-Review and discuss current events topic
- Review and discuss chapter #9
- Discuss what leadership is vs. management
- Discuss theories and models
- Discuss leading in a professional bureaucracy

Assignment: Review Chapters 6-9 for EXAM #2, Read Chapter #10, current events topic review, be prepared to discuss leading, motivating and influencing .

Week 9  Monday-10/30/17 and Wednesday-11/1/17
- Monday- EXAM #2 Chapters 6 - 9
- Monday-Review and discuss current events topic,
- Review and discuss Chapter #10,
- Discuss leading, motivating and influencing
- Discuss motivation, theory and models, power and politics

Assignment: Read Chapter #11, current events topic review, be prepared to discuss leading, culture and ethics. Term Paper Topic and Term Paper Objectives Paragraph
Week 10  
**Monday-11/6/17 and Wednesday-11/8/17**  
*Submit Term Paper Topic and Term Paper Objectives Paragraph*  
- Monday- Review and discuss current events topic  
- Review and discuss Chapter #11  
- Discuss managing and shaping culture  
- Discuss the impact of and establishing ethics  

**Assignment:** Read Chapter #12, current events topic review, be prepared to discuss controlling and improving performance.

Week 11  
**Monday-11/13/17 and Wednesday-11/15/17**  
- Monday- Review and discuss current events topic  
- Review and discuss Chapter # 12  
- Review and discuss methods to control and improve performance  
- Review management functions and styles in the different healthcare settings  

**Assignment:** Read Chapter #13, current events topic review, be prepared to discuss approaches to decision making

Week 12  
**Monday-11/20/17 (No Wednesday Class Due to Thanksgiving Recess)**  
- Review and discuss current events topic  
- Review and discuss Chapter #13  
- Discuss methods for making decisions, barriers, trends, conflict resolution  
- Discuss approaches to problem identification  

**Assignment:** Read Chapter #14, current events topic review, be prepared to discuss Managing Change [HAVE A GREAT THANKSGING HOLIDAY](#)

Week 13  
**Monday-11/27/17 and Wednesday-11/29/17**  
- Monday- Review and discuss the current events topic  
- Review chapter #14  
- Discuss the definition of changes, resistance to change and managing organizational reaction to change  

**Assignment:** Read Chapter #15, current events topic review - be prepared to discuss the importance of professionalism and effective communication

Week 14  
**Monday-12/4/17 and Wednesday-12/6/17**  
*Monday- TERM PAPER DUE-E-MAIL SUBMISSION*  
- Monday- Review and discuss current events topic  
- Discuss chapter #15  
- Discuss importance of professionalism and effective communication  

**Assignment:** Review Chapters 10-15 for EXAM #3, current events topic review
Week 15

Monday-12/11/17 and Wednesday-12/13/17
- **Monday- EXAM #3**
- Wednesday- Review and discuss current events topic
- Discussion of assuming personal responsibility for one’s own management self-development and potential career paths in healthcare.

CHANGES / UPDATES – will be communicated to you