I. Course Description and Objectives:
This elective course establishes an introduction to the art of managing health organizations. The goal of this course is to take health policy and transform it to the operations of healthcare every day. This course goes beyond the textbook and provides students with firsthand experience from a healthcare professional that will greatly enhance their understanding of the field. This experience combined with the class materials will prepare students to have a decisive advantage to understand the development techniques to execute for success in the healthcare field. The broad array of topics from strategic planning to collaboration for peak results makes this course an essential for students who want to grow in the healthcare field.

The course will be centered on the students being able to complete the following objectives:
1) Be able to understand the core management functions of planning, organizing, staffing, directing and controlling. 2) Take the core management functions and be able to put them into action. 3) Translate management theory into practice through case studies. 4) Be involved with current healthcare challenges and help solve them. 5) Learn invaluable tools of group dynamics, Lean, and how to achieve maximum results.

II. Required Textbook:
Managing Health Organizations for Quality and Performance
L. Fleming Fallon, Jr and James W. Begun

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

III. Format of the course:
The course will include lectures and substantial class participation. Lectures will review assigned readings and highlight practical examples of healthcare administration and “real-life” tools and techniques of management. Each student is expected to come to class fully prepared and regularly participate in class discussion. Students will be encouraged to develop knowledge of current events in healthcare administration. Students may be required to bring in a healthcare article from a current newspaper or journal with a one-page typed summary. The summary should comment on the relevant healthcare administration 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 event article may be given by several students each week. Students will be expected to learn 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.

IV. Grading:
35% mid-term examination
35% final examination
20% presentation
10% class participation

The above four grades will be averaged together for the determination of the final grade.
Grade policy :: Grades are non-negotiable
NO phones out in class

V. Academic Integrity Policy: Academic Integrity is vital to the mission at Rutgers and membership in the Rutgers Community. It is a core value that supports trusts among students, and between students and teachers. It is also a shared value; administration, faculty and students each play a vital part in promoting, securing and nurturing it. Academic dishonesty is not an individual act that affects only the students involved. It violates communal trust, impacts other members of the community, and is an offense against scholarship. For this reason, any instance of cheating or plagiarism will be dealt with harshly.
http://academicintegrity.rutgers.edu/integrity.shtml

VI. Office Hours: Office hours will be by arrangement only.

VI. Course Chapters:
Week 1– Chapter 1: Managing for Quality and Performance & Chapter 3: Strategic Planning

Week 2 – Finance – how a hospital finance works

Week 3– Chapter 5: Preparing for Emergencies, Chapter 7: Managing Organizational Dynamics & 5 Dysfunctions of a Team

Week 4– Nine Guiding Principles to Develop Yourself as a Leader & Accountability – will assign a topic of the 9 Principles to each team and be due the next class. (9 teams of 4 )

Week 5– Teams project will be due for presentation. First 30 minutes can discuss among themselves the key points of their presentation – then present.

Week 6– Presentations of major topic by students
Week 7- Midterm

Week 8– Chapter 9: Building a Culture of Improvement & Chapter 10: Developing Self and Others

Week 9– Presentations continued
Week 10 – Emotional Intelligence then Chapter 11: Motivating for Improvement
Week 11 - Managing performance and quality
Week 12– Open Forum - at this session you can ask any questions on healthcare administration and business leadership of Professor Joseph
Week 13- Final Review
Week 14- Final Exam (not cumulative)