Course Description

An exploration of administrative practice in health care with emphasis on long-term and acute care services. Topics include healthcare structures and systems, managerial processes, operations, planning, marketing, human resources, finance, productivity and control, and the emerging trends in health services.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Compare and contrast health services organizations within the health care system.
2. Discuss effective leadership strategies used by healthcare managers in the health services setting to include adaptation and transformation, communication strategies, and conflict resolution.
3. Describe methods of managing conflict in the healthcare organization to include, concepts of negotiation, and third-party intervention.
4. Relate the concepts of work design, motivation, and information flow.
5. Analyze the decision-making process for designing and redesigning organizational structures in health services organizations.
7. Discuss the concept of learning organizations in health services organizations.
8. Compare the approaches of quality assurance and quality improvement.
9. Analyze strategies to achieve an effective healthcare organization.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Study Guide**: Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook.
5. **Suggested Reading**: A Suggested Reading is listed in the Unit V study guide. Students are encouraged to read the resource listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Reading.
6. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
7. **Final Exam**: Students are to complete a Final Exam in Unit VIII. All Final Exams are proctored—see below for additional information. You are permitted four (4) hours to complete this exam in the presence of your approved
proctor. This is an open-book exam. Only course textbooks and a calculator, if necessary, are allowed when taking proctored exams. The Final Exam is composed of written response questions.

8. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

9. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

**LibGuides**

Click [here](#) for the LibGuide for this course.

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, ebooks, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

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**Unit Assignments**

**Unit I Literature Review**

You are required to complete a research paper for this course, which is due in Unit VII. The research paper is a significant portion of your grade, so you should consider it a very important activity.

The final research paper must be a minimum of six to eight pages in length, including at least the following sections (you may want to include others if you deem them appropriate):

1. Introduction
2. Challenges and Problems (associated with your topic)
3. Review of the Literature
4. Critical Analysis of Challenges/Problems
5. Recommended Solutions
6. Implementation of Solutions
7. Conclusion
8. References

The topic for the research paper must relate to this course. Some possible titles for your consideration include:

- Components of the U.S. Healthcare System
- Commonalities and Differences Between Health Services Organizations
- Effective Leadership Strategies Used by Healthcare Leaders
- Managing Conflict in a Healthcare Organization
- Concepts and Strategies with Negotiation
- Strategies for Increasing Employee Motivation
- Effective Organizational Structure in a Specific (your choice) Health Service Organization
- The Role of Strategic Alliances in Health Care
The Importance of Having a Culture of a Learning Organization in Health Care
Approaches for Quality Improvement in Health Care
Strategies to Achieve a Successful Healthcare Organization

If you do not find a course project topic of particular interest on this list, you are permitted to propose your own topic for approval.

You are encouraged to use personal examples and focus your paper on a topic that will help you at work or help you personally.

For this assignment, you will select a topic for your research paper and conduct a literature review on your chosen topic. You must include at least five outside sources for your research paper, beyond the course textbook. At least one reference must come directly from the CSU Online Library. Web resources and professional journal articles will be key sources in researching your topic. APA 6th edition formatting is required. Each scholarly reference should be summarized in one paragraph.

Your assignment is to select a topic for your Final Paper. Submit a Word document indicating which topic you have chosen, why it interests you, and how the concepts will help you as a healthcare leader.

Your paper should be a minimum of two pages in length. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines.

Information about accessing the Grading Rubric for this assignment is provided below.

**Unit II PowerPoint Presentation**

Consider that you are a healthcare manager or supervisor in a skilled nursing facility. Create a presentation on leadership strategies that you can share with your colleagues. Each slide must list one strategy and an example of a situation in which it would best be used.

The presentation will need to be a minimum of five slides, not including title and reference slides. In addition, a minimum of four scholarly sources must be used, cited, and referenced, with at least one from the CSU Online Library. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines.

Information about accessing the Grading Rubric for this assignment is provided below.

**Unit III Annotated Bibliography**

In Unit VII, you will have a research paper due. As a building assignment toward that research paper, your assignment is to prepare an annotated bibliography listing five sources you will use.

- At least one of your articles must come from the CSU Online Library.
- At least one source must relate to managing conflict, negotiation, or third-party intervention.
- Under each source, include the following information:
  - a summary of the reference or article,
  - an evaluation of the reference or article, including any methods or main concepts, and
  - three to five sentences on why you feel the source will be helpful to you for the content of your final research paper.

Your annotated bibliography must be a minimum of two pages in length. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines. If you have any questions on how to write an annotated bibliography, please refer to the CSU Writing Center for resources.

Information about accessing the Grading Rubric for this assignment is provided below.
Unit IV Essay 1

If you could do anything you wanted in your current organization without constraints, how would you design your organization, and what would you change? If you are not currently working, or would like to use another organization, that is also acceptable. Please provide specific examples as they relate to the topics of this unit.

Your paper should be a minimum of one page in length. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit IV Essay 2

Provide three theories on motivation. Include a summary of each theory, and provide your thoughts.

Your paper should be a minimum of one page in length. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit V Research Paper Outline

For this assignment, you will need to submit a draft of your research paper with these components to ensure you are on the right track:

- an outline of your research and the intended direction of your argument,
- at least five scholarly resources you have found that contribute to your topic, and
- an abstract outlining your topic and your subsequent findings.

This outline should use appropriate APA style writing. While there is no minimum requirement for your outline, you should be thorough in your research so your professor (or a colleague) could adequately determine your intended research and the direction of your research paper.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit VI Article Review

Locate and review an article related to topics covered in this unit (e.g., business alliances, building alliances, healthcare alliances, strategic alliances in health care, healthcare acquisitions, or healthcare mergers). The article you select must be at least two pages in length, and no more than five years old.

Write a summary of the article. Include the following:

- purpose for the article,
- how research was conducted (if any),
- the results, and other pertinent information,
- how the article relates to what you are learning in this unit,
- the meaning or implications of the article’s contents, as well as any flaws you find in the article, and
  - What could have made the article better?
  - Was any information left out?
  - Could the author expand on the results?
- the relation of the article to your professional or personal life.

Your review must be at least two pages in length, not counting cover page and reference page. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA guidelines. The CSU Online Library’s databases are a good source for reliable articles.

Information about accessing the Grading Rubric for this assignment is provided below.
Unit VII Research Paper

Your research paper is due in this unit. The paper must include at least the following sections (you may want to include others if you deem them appropriate):

1. Introduction
2. Challenges and Problems (associated with your topic)
3. Review of the Literature
4. Critical Analysis of Challenges/Problems
5. Recommended Solutions
6. Implementation of Solutions
7. Conclusion
8. References

Your paper must be a minimum of six to eight pages in length. You must include at least five outside sources for your paper beyond the course textbook. At least one reference must come directly from the CSU Online Library. Internet resources and professional journal articles will be key sources in researching your topic. APA 6th edition formatting is required.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit VIII Scholarly Activity

To create an effective healthcare organization, there must be effective leaders. To be the most effective leader you can be, you must continually be observing and learning new leadership skills and techniques. One way to observe and learn is to keep a work journal of leadership lessons, into which you can make entries each day or week. You might even choose to write leadership lessons learned in a notebook, then type them out later in the day or week.

For this assignment, create your own Work Journal of Leadership Lessons Learned. Create as many entries as you want and have your entries be alphabetized by topic, for example if you chose to write on Accountability and leadership lessons you have learned there, that topic would come before Communication techniques learned.

Your journal must be at least 400 words in length and submitted as a word document. There is no APA requirement for this assignment, since these will be your words in your journal. You can have as many journal entries in this document as you want, but you are only required to submit a minimum of 400 words. If you write on one topic for 400 words, that is fine, or you can choose multiple topics.

Based on your observations and lessons you have learned, there are hundreds of leadership topics you might choose for a journal entry. For example, see the unit lecture on the topics under Formula for Success, or the topics under Effective People & Leadership Skills.

Redact any personal names from your journal entry. If you want to speak of someone, just speak generally (a manager you reported to, an employee who reported to you, etc.). Also, redact any workplace identifiers (names of workplaces can be mentioned in generalities).

You are encouraged to continue to use the Work Journal as a tool and working document for yourself, adding to it your observations and lessons learned. These leadership observations can come from things you have seen done well, or not done well, and they can be things you have observed in others or in yourself.

This Work Journal of alphabetized topics will help you see where you have been and will force continual observation and learning. The act of writing things down in a journal helps us be observant, and it helps us to remember and to learn better so we can be effective leaders.

Information about accessing the Grading Rubric for this assignment is provided below.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated...
grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

Final Examination Guidelines

Final Exams are to be administered to students by an approved Proctor. CSU approves two flexible proctoring options: a standard Proctor, who is chosen by the student and approved by the university, or Remote Proctor Now (RP Now), an on-demand, third-party testing service that proctors examinations for a small fee.

Students choosing RP Now must have an operational webcam/video with audio, a high-speed Internet connection, and the appropriate system rights required to download and install software.

To review the complete Examination Proctor Policy, including a list of acceptable Proctors, Proctor responsibilities, Proctor approval procedures, and the Proctor Agreement Form, go to the myCSU Student Portal from the link below.

http://mycsu.columbiasouthern.edu

You are permitted four (4) hours to complete this exam in the presence of your approved Proctor. This is an open book exam. Only course textbooks, writing utensils, and a calculator, if necessary, are allowed when taking proctored exams. Other materials are not permitted unless specified in the examination instructions.

You may use only your textbook as source material for your response.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.
Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

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<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Unit I Literature Review</td>
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<td>Unit II PowerPoint Presentation</td>
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<td>Unit III Annotated Bibliography</td>
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<td>Unit IV Essays (2 @ 7%)</td>
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<td>Unit V Research Paper Outline</td>
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<td>Unit VIII Scholarly Activity</td>
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<td>Final Exam</td>
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<td><strong>Total</strong></td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I
**Components of a Healthcare System**

<table>
<thead>
<tr>
<th>Review:</th>
<th>Unit Study Guide</th>
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| Read:            | - Chapter 2: Why and How Health Care Organizations Need to Change, pp. 13-34  
                   - Chapter 11: Leading Change: First Steps in Employing Strategic Intelligence to Get Results, pp. 259-310 |
| Submit:          | - Literature Review |

**Notes/Goals:**

### Unit II
**Leadership Strategies**

<table>
<thead>
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<th>Review:</th>
<th>Unit Study Guide</th>
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<tr>
<td>Read:</td>
<td>- Chapter 3: Leading Health Care Change, pp. 35-44</td>
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| Submit:          | - PowerPoint Presentation  
                   - Proctor Approval Form |

**Notes/Goals:**

### Unit III
**Managing Conflict and Negotiation**

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<th>Review:</th>
<th>Unit Study Guide</th>
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| Read:            | - Chapter 8: Understanding the Psychology of Collaborators, pp. 137-165  
                   - Appendix:  
                   Leadership Personality Survey, pp. 311-317  
                   Social Character Questionnaire, pp. 318-319  
                   Understanding Leadership Personality, pp. 320-321 |
| Submit:          | - Annotated Bibliography |

**Notes/Goals:**
### Unit IV
**Motivation, Workflow Design**

- **Review:** Unit Study Guide
- **Read:**
  - Chapter 5: Leading with Strategic Intelligence and Profound Knowledge, pp. 61-76
- **Submit:**
  - Essay 1
  - Essay 2

### Unit V
**Decision Making, Designing Organizational Structures**

- **Review:** Unit Study Guide
- **Read:**
  - Chapter 6: Changing Health Care Systems with Systems Thinking, pp. 77-103
  - Chapter 10: Three Case Studies: Mastering Change, pp. 191-256
- **Submit:** Research Paper Outline

### Unit VI
**Strategic Alliances in Organizational Performance**

- **Review:** Unit Study Guide
- **Read:**
  - Chapter 1: Introduction: From Management Myths to Strategic Intelligence, pp. 1-12
- **Submit:** Article Review

**Notes/Goals:**
<table>
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<th>Unit VII</th>
<th>Learning Organizations and Quality Improvement</th>
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<tr>
<td>Review:</td>
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<td>Read:</td>
<td>□ Chapter 7: Statistical Thinking for Health Care Leaders: Knowledge About Variation, pp. 107-132</td>
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<td>□ Chapter 9: A Health Care Leader’s Role in Building Knowledge, pp. 169-189</td>
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<tr>
<td>Submit:</td>
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Notes/Goals:

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<td>□ Final Exam</td>
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