

Course Syllabus  
**PADM 6510 - Management of Health Care Agencies**  
College of Public Service and Urban Affairs  
Tennessee State University

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Tuesdays, 5:00p.m.-8:00p.m.  
Room 216, Avon Williams Bldg

I. Course Description

This course surveys the major administrative approaches in public and private agencies that administer health programs. The ultimate goal of the course is to assist students in understanding management principles in the American health care delivery system, including the roles of patients, third part insurance payers, and health care professionals. The course presents contemporary thinking about management skills and competencies, and “how management gets done” in health care organizations. The focus is on (1) developing an understanding of management and organizational processes which help or hinder successful task completion (2) improving interpersonal and diagnostic skills, and (3) developing an understanding of theoretical knowledge related to organizational design and behavior.

II. Prerequisites

- o Students are expected to have a working knowledge of organizational and management principles acquired either through experience within the business world, public sector, or through the completion of appropriate academic courses.
- o Effective communication skills at a level expected of those who have earned a bachelor's degree.

III. Learning Outcomes:

At the conclusion of this course students should have an understanding of the major managerial concepts that influence organizations in the health care sector; behavior in organizations, alternative approaches to health care decision-making, and major leadership and management issues affecting health care organizations. While the primary audience is graduate students in health services administration and management programs, the course will also be useful to other professionals who will assume management responsibilities or who want to learn more about the organization in which they will spend the major portion of their professional lives. Specifically, the course will enable students to:

- Relate the evolution of classical and contemporary managerial concepts to health care organizations.

- Identify the major structural forces affecting the delivery of health services and understand how these forces affect the role of the health services manager.
- Understand how to motivate individuals to perform effectively in health services organizations.
- Understand the implications of current trends to the delivery of health care services.

#### IV. Course Methodology and Policy

The course topics will be conveyed through lectures, films, student presentations, and group discussions. Students are encouraged to participate extensively, to ask questions, express your opinions, and to challenge ideas and concepts. My teaching methodology attempts to tap the experience of students to emphasize the practical application of theories in the “real world.” Also, I emphasize critical thinking, problem solving, and reasoning over memorization. The intent is to provide students with a practical understanding of management and human behavior by relating course materials to acquired experience in health care organizations.

#### V. Required Text Books and Instructional Materials

One required textbook has been adopted for this course. For your convenience, the book is available through the TSU Book Store. Both new and used copies of the book are available. Other sources for the book include various on-line and discount book vendors.

- o Stephen M. Shortell and Arnold D. Kaluzny, Health Care Management, Organization Design and Behavior, 5<sup>th</sup> Edition, Delmar Thompson Learning, Albany, N.Y., 2006.  
[Note: The 4<sup>th</sup> edition of this book is also acceptable]
- o Suggested Supplemental Readings: Articles, case studies, newspaper clippings, and other materials will be provided or suggested by the instructor to enhance your understanding of the course work.

#### VI. Assignments Percent of Grade

1.	Examination # 1	30 %
2.	Examination # 2	30 %
3.	Examination # 3	30 %
4.	Case Study Analysis	10 %

Grading Scale:	90 -100 = A	70-79 = C
	80 - 89 = B	60 -69 = D
	Below 60 = F	

The final grade is based on your accumulative average for all assignments. Sample grade calculation:

Examination # 1	78 x 30 % = 23.4
Examination # 2	95 x 30 % = 28.5
Examination # 3	82 x 30 % = 24.6
Case Study Analysis	97 x 10 % = 9.7
Total	86.2 = B

1. Case Study Analysis – You will present your analysis of a management case study to the class. A selection of cases will be provided that present a variety of problems ranging from minor difficulties encountered in day-to-day management situations to more difficult problems involving management principles.
2. Examinations - Three (3) examinations are scheduled, one at the conclusion of each major course component. The examinations will cover all course material and assigned readings during their respective periods. Please note that the examinations may include assigned readings that have not been specifically discussed during class. Students with an unexcused absence from a scheduled examination may be subject to a 5% grade penalty on the examination.
3. Attendance - Students are expected to attend class on a regular basis. Please notify the instructor if you expect to be absent from class. According to the University's policy, students who do not regularly attend class or stop attending class will be assigned a final grade of "F" or "W" (unofficial withdrawal).

## VII. Honor Code

In order to promote a stronger sense of mutual responsibility, respect, trust, and fairness among all in the class, and with the desire for greater academic and personal achievement, the following Code of Honor is offered. The Honor Code specifically prohibits:

1. Cheating - The willful giving or receiving of an unauthorized, unfair, dishonest, or unscrupulous advantage in academic work over other students. This may be accomplished by any means what-so-ever, including, but not limited to, theft, copying from another student, and the unauthorized use of study aids, memoranda, books, data, or other information.
2. Plagiarism - Presenting, as one's own the words, the work, or the opinions of someone else without proper acknowledgment.
3. Lying - The willful and knowledgeable telling of an untruth or falsehood as well as any form of deceit, attempted deception, or fraud in an oral or written statement relating to academic work.
4. Stealing - The taking or appropriating, without the right or permission to do so, of academic or personal possessions with the intent to keep or to make use of wrongfully.

### **Schedule of Discussion Topics and Assignments**

Note: The following is the general sequence of events for each class session. This schedule is flexible and will be altered as necessary to enhance the learning experience.

<b><u>Date</u></b>	<b><u>Topic of Discussion</u></b>	<b><u>Assignment</u></b>
January 15, 2008	Course Overview and Class Introductions Discussion of Course Requirements Introduction to Health Care Management	
January 22, 2008	Classical Management & Health Care Services	Chapter 1
January 29, 2008	Organization Theory & Health Services Management	Chapter 1
February 5, 2008	The Managerial Role	Chapter 2
February 12, 2008	Leadership: A Framework for Thinking and Acting	Chapter 4
February 19, 2008	Examination #1	
February 26, 2008	Motivating People	Chapter 3
March 4, 2008	No Class – Spring Break	
March 11, 2008	Motivating People in Health Care Delivery - Continued	
March 18, 2008	Groups and Teams	Chapter 6
March 25, 2008	Examination #2	
April 1, 2008	Organizational Learning, Innovation and Change	Chapter 12
April 8, 2008	Creating and Managing the Future	Chapter 15
April 15, 2008	Work & Organizational Design	Chapters 7&10
April 22, 2008	Any Remaining Case Study Presentations Final Examination (#3)	

A: PAD.651 Mgt of Health Care Agencies.Syllabus.Spring 08