



School of Business and Economics  
Department of Management  
1200 Murchison Road  
Fayetteville, NC  
28301-4298

### ***MISSION OF THE SCHOOL OF BUSINESS & ECONOMICS***

*Fayetteville State University has a long tradition of providing educational access to a diverse student population, who are seeking a relevant learning experience in the liberal arts and professions. The School of Business and Economics builds upon the University's strong teaching orientation supplementing it with pedagogical and applied research. The School graduates students who possess a sound understanding of business concepts and applications and who seek careers in management, government, and the professional disciplines. The School also serves the community as a catalyst for spurring economic development and assisting in economic education.*

## **HCM 311-D1: Online Health Care Management**

**FSU Policy on Electronic Mail:** Fayetteville State University provides to each student, free of charge, an electronic mail account ([username@uncfsu.edu](mailto:username@uncfsu.edu)) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail. Rules and regulations governing the use of FSU email may be found at <http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf>

### **II. COURSE DESCRIPTION**

This course presents the foundation principles and dynamics of health care management, the healthcare system, and basic concepts and skills in administration. The institutional, social, and political forces in the field of healthcare are analyzed. Topics include fundamentals of management in healthcare and contemporary issues.

**Note:** If you are not familiar with Blackboard, visit the Student Support Site at <http://www.uncfsu.edu/conted/studentssupport/> for Tip Sheets and Tutorials.

Please visit

<http://www.uncfsu.edu/conted/ONLINE%20ORIENTATION%20FOR%20BLACKBOARD%20Final.doc> for the Online Orientation to Blackboard.

### **III. DISABLED STUDENT SERVICES**

In accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities ACT (ACA) of 1990, if you have a disability or think you have a disability please contact the Center for Personal Development in the Spaulding building, Room 155 (1<sup>st</sup> floor); 910-672-1203.

### **IV. TEXTBOOK**

**COURSE TEXT: Shortell, S.M. and A.D. Kaluzny, 2006. Healthcare Management: Organization Design and Behavior, 5<sup>th</sup> Ed. Delmar Publishing.**

### **V. LEARNING OBJECTIVES:**

The course design will enable students to gain insight and knowledge in the various areas of healthcare management necessary to be able to succeed in the healthcare industry. The delivery of quality healthcare is fraught with various complicated issues. The turbulent, dynamic environment of the healthcare industry makes it difficult for the stakeholders to make sense of it.

Healthcare managers will be called upon to lead and properly navigate internal and external changes and forces acting upon the organization. The course explores factors such as the external environment, the organization's culture, processes and structure which affect the way a manager carries out his/her role. The course will also help students develop skills and knowledge in key processes such as planning, decision making, human resource management and leading others.

Finally, the course examines current and future challenges that managers face such as globalization, increasing speed of change, ethical behavior, and the changing economy.

### **VI COURSE COMPETENCIES**

1. The student will define theories and principles of healthcare management and administration.
2. The student will analyze various aspects of the healthcare delivery system in relation to overall management functions.
3. The student will identify and discriminate various topics in healthcare management research, including, but not limited to, healthcare financing, ethics, diversity, and other contemporary issues.
4. Analyze the institutional, social, and political forces in healthcare as presented throughout the professional literature and research in healthcare management.

Technology skills will be developed through the use of Blackboard as an additional source of course information and communication.

## VII. COURSE REQUIREMENTS AND EVALUATION CRITERIA

A.	Grade Distribution	
	Quizzes	10%
	Exams (4 exams)	60%
	Paper	15%
	Discussions	15%
	<b>Total</b>	<b>100%</b>

### B. Grading Scale

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

Please note the following University policies:

**INTERIM GRADE X = NO SHOW** – Assigned to students who are on a class roster, but never attend class. For warning purposes only; NOT a final grade. For the purposes of online courses, this grade will be given for students who do not report in the Blackboard or have contact with the instructor during the first seven days of the class.

**INTERIM GRADE EA = EXCESSIVE ABSENCES** - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade. For the purposes of online courses, this grade will be given to students who have not had documented participation in at least every other week of the course.

**FN = FAILURE DUE TO NON-ATTENDANCE** – Assigned to students who are on class roster, but never attend the class. An FN grades is equivalent to an F grade in the calculation of the GPA. For the purposes of online courses, this grade will be given to those students who do not have documented participation for more than 75% of the course.

### NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:

- Students receive no refund for withdrawing from individual classes and they slow their progress toward degree completion.
- Students who withdraw from or fail more than one-third of their classes will no longer be eligible for financial aid.
- **STUDENTS MUST STRIVE TO EARN CREDIT FOR ALL THE CLASSES IN WHICH THEY ENROLL. STUDENTS SHOULD WITHDRAW FROM CLASSES ONLY WHEN IT IS ABSOLUTELY NECESSARY.**

### C. Other

**NOTE: IT IS VERY IMPORTANT TO READ AND UNDERSTAND THE FOLLOWING REQUIREMENTS FOR THIS COURSE.**

### 1. Class Participation/Blackboard

Students are expected to participate in class discussions. This is a web-based, online class and class materials will be posted on the web. Initial discussion responses are due by Thursday evening of the corresponding week. Responses to at least two other students will be required by Sunday night. You should have a total of 3 substantive (in-depth) posts per week, consequently.

### 2. Text and other readings

Assigned readings should be completed according to the given schedule. It usually takes 2 to 3 hours to read one chapter. It is recommended that students take notes carefully when they are reading the chapters.

### 3. Technology Requirements

This course assumes you already have a demonstrated competence in basic computer skills as listed below. If you are not familiar with the items listed below, you will need to use tutorials, additional self-help tools, or campus resources to improve your competency.

- **Blackboard Interface.** You should be familiar with blackboard, including the use of on-line quizzes and accessing information.
- **The Internet.** You must be capable of using the Internet, especially for purposes of getting course-related information from the web page of the textbook hosted by the publisher. The professor may also send you email updates requiring that you visit selected web sites as part of the participation portion of the course and/or homework and tests.
- **Email Services.** You must be proficient in sending and receiving email, including the use of attachments. And, you need to check your e-mail often for course updates/announcements..
- **Turnitin software.** You will be required to upload writing assignments to *Turnitin*. Instructions will be given to you.
- **Please make sure that you are submitting assignments in Microsoft Office 2003 or 2007.** I cannot open assignments on the university's computer that are sent in Microsoft Vista, 2008 or in WordPerfect.

### 4. Communication with the Instructor and with Each Other

The best way to communicate with me is by email. However, feel free to call me if you need an immediate answer. My office and cell phone numbers have been provided for you. If you have any questions or problems, please let me know as soon as possible so that we can find a solution.

During the week, I will respond to emails by the end of the following day. If you email me during the weekend, you can expect a response by the end of the day on the Monday following. If you need to speak with me sooner than that, please feel free to call me.

Assignments will be graded within one week of the due date.

**Note: Email ID Requirements:** Due to increasingly serious virus threats, I prefer that you adequately identify yourself, or you will run the risk of an un-opened and unread e-mail message. When you send me an email, your subject line should contain: **Course Number, Your Name, and Reason for message.**

### 5. Exams

You will be given a study guide to help direct your preparation. You must take each examination on the date and time scheduled. The exams will be timed and must be completed within the time allotted. Please note: There will be no *makeup exams*. The Final exam counts 30% and MUST be proctored. I will have an opportunity for those of you who can to take the final exam on campus during exam week. You will receive proctoring information well in advance of the final.

## 6. Incomplete Policy

The "I" grade will be issued only for students who, because of a valid reason were unable to complete all the requirements for this course. In order to receive an "I", the student should have a grade of at least "C". Written documentation of the reason for requesting an "I" is required. An "I" grade will not be issued because a student is failing, or when it would require a student to complete a major portion of the requirements for the course after the semester has ended. Additionally, to consider an "I" grade, I must have your plan to complete the requirements.

## 7. Academic Dishonesty

Plagiarism and cheating are serious offenses and may be punished by failure on exam; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense and is considered theft of intellectual property. Please visit the Georgetown University web site (<http://www.georgetown.edu/honor/plagiarism.html>) for plagiarism discussions. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances.

### Plagiarism occurs when:

- *Students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work*
- *Students combine the works of another with their own original effort, including comments on those passages, without specific citation of the passages crediting the creator of the work.*
- *Students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original work*

## VIII. ACADEMIC SUPPORT SERVICES

To facilitate student success, *Blackboard* will be used for on-line quizzes, the distribution of additional course materials and other activities. *Smarthinking*, and *Turnitin*, as well as *the FSU Writing Center* are available to students to support writing assignments. Directions for access/usage of these resources will be given in class as needed.

## IX. COURSE OUTLINE WITH ASSIGNMENT SCHEDULE

<b>Week 1</b>	Chapters 1 Read Chapter 1 Review Chapter 1 slides Discussion Question 1 Quiz Chapter 1
<b>Week 2</b>	Chapter 2 Read Chapter 2 Review Chapters 2 slides Discussion Question 2 Quiz Chapter 2
<b>Week 3</b>	Chapter 3 Read Chapter 3 Review Chapter 3 slides Discussion Question 3

	Quiz 3
<b>Week 4</b>	Chapter 4 Read Chapter 4 Review Chapter 4 slides Discussion Question 4 Quiz 4
<b>Week 5</b>	Chapter 5 Read Chapter 5 Review Chapter 5 slides Discussion Question 5 Quiz 5
<b>Week 6</b>	Chapter 6 Read Chapter 6 Review Chapter 6 slides Discussion Question 6 Quiz 6 Exam 1 Chapters 1-6
<b>Week 7</b>	Chapter 7 Read Chapter 7 Review Chapter 7 slides Discussion Question 7 Quiz 7
<b>Week 8</b>	Chapter 8 Read Chapter 8 Review Chapter 8 slides Discussion Question 8 Quiz 8
<b>Week 9</b>	<b>NO CLASS, SPRING BREAK!!!</b>
<b>Week 10</b>	Chapter 9 Read Chapter 9 Review Chapter 9 slides Discussion Question 9 Quiz 9
<b>Week 11</b>	Chapter 10 Read Chapter 10 Review Chapter 10 slides Discussion Question 10 Quiz 10 Exam 2, Chapters 7-10
<b>Week 12</b>	Chapter 11 Read Chapter 11 Review Chapter 11 slides Discussion Question 11 Quiz 11
<b>Week 13</b>	Chapter 12

	Read Chapter 12 Review Chapter 12 slides Discussion Question 12 Quiz 12
<b>Week 14</b>	Chapter 13 Read Chapter 13 Review Chapter 13 slides Discussion Question 13 Quiz 13
<b>Week 15</b>	Chapter 14 Read Chapter 14 Review Chapter 14 slides Discussion Question 14 Quiz 14
<b>Week 16</b>	Chapter 15 Read Chapter 15 Review Chapter 15 slides Discussion Question 15 Quiz 15 Exam 3, Chapters 11-15
<b>Week 17</b>	<b>Final Paper</b> <b>Final Exam Chapters 1-15</b>

## **X. COURSE REQUIREMENTS**

### **Final Paper**

There is one writing assignment, which incorporates the concepts covered in the book. The paper should be 7 to 10 pages in length, double-spaced, using Times Roman Font 12, with standard 1" margins. List any articles, publications or websites used to gather information. Cite the publication, date, and page number or the website address in your list of references. A minimum of 3 credible references are required. All papers must be submitted via Blackboard or submitted at the beginning of class on the due date. This paper accounts for 15 percent of your final grade.

The paper should cover a contemporary healthcare topic. A list of possible topics is listed below:

Swine Flu  
Electronic Medical Records  
SARS  
Niche Hospitals  
The Bird Flu  
Single-Payer Health system  
Six-Sigma  
Reproductive therapy  
Patient-Safety

Evidence-Based Medicine  
Health Disparities

**XI. TEACHING STRATEGIES**

Students are responsible for all reading assignments, whether textbook or supplementary readings. This is a web-based, online course using Blackboard (<http://blackboard.uncfsu.edu/>). All class announcements and materials such as syllabus, handouts, presentations, and study guides are available on Blackboard. Finally, the grade book posts all student grades associated with tests and assignments. You should use the Blackboard grade book to review your grades. Please check the Blackboard frequently for updates related to the class.

**XI. BIBLIOGRAPHY**

**Suggested supplemental readings/sources for articles include (but are not limited to) the following:**

Brandon, D.T. et al. (2005). The Legacy of Tuskegee and Trust in Medical Care: Is Tuskegee Responsible for Race Differences in Mistrust of Medical Care? Journal of the National Medical Association, 97(7): 951-956.

Grazier, K.L. (2001). Interview with John Griffith, FACHE, author of the well managed healthcare organization. Journal of Healthcare Management, 46(1), 3-7.

Grazier, K.L. (2006). Interview with Larry Sanders, FACHE, chairman and chief executive officer, columbus regional healthcare system. Journal of Healthcare Management, 51(4), 212-214.

Sanders, L. (2003). The ethics imperative. Modern Healthcare, 33(11), 46.

Cole, Patricia M., Cultural competence now mainstream medicine. Postgraduate Medicine, Dec2004, Vol. 116 Issue 6, p51, 3p; (AN 15583128)

Journals, such as Academy of Management Review, Academy of Management Journal, Harvard Business Review, Medical Group Management, Group Practice Journal, Health Care Management Review, Journal of Health & Human Behavior, Health Progress, Hospitals, Health Services Research, Ambulatory Care Management, Hospital and Health Services Administration, Journal of Applied Behavior Analysis, Medical Care, Patient Care, JAMA, Annals of Internal Medicine, New England Journal of Medicine, Lancet, New England Journal of Medicine, Modern Healthcare, Journal of Care Management Managed Care News, Managed Care Interface, Healthcare Financial Management, Managed Care Quarterly, Managed Care Medicine, HMO Magazine, Physician's Management, Wall Street Journal, Business Week, Fortune.