



School of Business and Economics HCM 684 – CE Human Resources for Health Care

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (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 is designed to explore key concept, theories and issues in the effective utilization of human resources within health service organizations. The strategic value of human resource management will be emphasized as will the contemporary human resource environment, acquisition and preparation of human resources, assessment and development, compensation and additional special topic areas.

III. Disabled Student Services

In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. Course Text

Noe, Hollenbeck, Gerhart & Wright (2010). *Human Resource Management. Gaining a Competitive Advantage, Seventh Edition*. New York, NY: McGraw-Hill.

V. Student Learning Outcomes

Upon successful completion of this course students will be expected to:

- a.) Identify, describe and explain the strategic approach to Human Resources Management (HRM) within health service organizations.
- b.) Understand the legal issues affecting HRM functions and decisions.
- c.) Possess an understanding of the critical measurement issues involved in and underlying HRM activities.

- d.) Understand and know how to go about performing many of the HRM activities important in organizations, such as job analysis and job design, planning, recruitment, selection, performance management, training and development, and compensation.
- e.) Identify, articulate and analyze significant current and emerging trends and ethical issues related to HRM in health service organizations.

Course Competencies

This course is designed to develop student competencies in critical thinking related to human resource management within health service organizations. The ability to comprehend and communicate human resource concepts related to health services will be enhanced through essay style examinations. Writing and critical thinking skills will be enhanced via both a position paper and term paper project. Technical skills will be developed through the use of Blackboard as an additional source of course information, communications, essay examinations and weekly quiz-taking throughout the course.

VI. Course Requirements and Evaluation criteria

Exams, quizzes and other assignments will be graded on a percentage basis as follows:

- 90-100% = A
- 80-89% = B
- 70-79% = C

Students' final course grades will be based on exams, quizzes and assignments as follows:

- 25% Exam 1
- 25% Exam 2
- 40% Research Paper
- 10% On-line Quizzes; assignments
- Optional Comprehensive Exam (on-line; all multiple choice and true/false). This exam can substitute for a missed or low exam score.

Criteria for evaluating all papers and presentations will be given in advance. *All assignments are considered due before the end of class on the due date.* Students are required to submit papers to Turnitin (instructions will be given for that process). Ten points per class day will be deducted for late assignments. **Make-up exams will not be given.** If an exam is missed due to an emergency or other reason, an optional final comprehensive exam score will be substituted for the missed exam score.

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.

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.

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.

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**

- Withdrawal from Class means you are withdrawing from 1 or 2 classes that you will not be attending and you have other classes on your schedule that you will attend. Effective Fall 2009, students will be allowed only 5 withdrawals from class for the remainder of your college career. The 6th W will be calculated as "F".
From: <http://www.unctsu.edu/registrar/withdrawals.htm>.

Course Requirements:

Class Participation: Students are expected to be on time for class and should participate fully in class activities. All cell phones and other digital equipment should be turned off in class. **A critical success factor for this class is your use of Blackboard and campus e-mail for communication and other class items.**

Honor Code: Fayetteville State University students and members of this class pledge to uphold and live proactively by the code of honor of this university.

Quizzes & Exams: Quizzes will be posted within blackboard weekly for a limited time frame. If you are accidentally locked out of a quiz or otherwise do not complete within the time frame, a grace day will be designated (toward the end of the term) to complete those missed. There will be **two** Course Exams posted to blackboard. A study guide will be posted for each exam and we will review as needed in class. Students will be responsible for material presented by guest speakers in addition to the textbook information.

An optional comprehensive exam can substitute for a missed or low exam score.

Research Paper: Students will identify a contemporary human resource management issue within healthcare and will develop a research paper on the topic. Papers will be presented to the class. Criteria for the paper and for the evaluation of the paper will be given and explained during the first class meeting.

VII. Academic Support Resources

To facilitate student success, *Blackboard* will be used for on-line quizzes, exams, the distribution of additional course materials and other activities. *Smartthinking*, 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.

VIII. Tentative Course Outline & Schedule

Week 1 Mar 14	Introduction to course; Chap 1: HRM: Gaining a Competitive Advantage Chap 2: Strategic HRM;
Week 2 Mar 21	Chap 3: The Legal Environment; Chap. 4 The Analysis and Design of Work Chap. 5: HRM Planning & Recruitment;
Week 3 Mar 28	Chap. 6: Selection & Placement; Review Chap. 7: Training; Chap. 8: Performance Management;
Week 4 Apr 4	Exam 1 (Chapters 1-8) Chap. 9: Employee Development
Week 5 Apr 11	Chap. 10: Employee Separation & Retention; Chap. 11: Pay Structure Decisions; Chap. 12: Recognizing Employee Contributions with Pay;
Week 6 Apr 18	Chap. 13: Employee Benefits; Chap. 14: Collective Bargaining & Labor Relations Chap. 15: Managing Human Resources Globally;
Week 7	Chap. 16 Strategically Managing HRM Exam 2 (Chaps 9-14)

Apr 25

Week 8 Research Paper Due/Presentations

May 2

- Optional Comprehensive Exam (to be scheduled after Exam 2)

IX. Teaching Strategies

To accomplish student learning outcomes, in addition to assigned readings, active class discussion will be encouraged and guest speakers will be invited to present their perspectives regarding the unique human resources challenges within healthcare. Student will be directed in the position paper assignment and class presentations of the position papers will enable students to understand varying perspectives of human resource management within healthcare.

X. Bibliography

Human resources is a multi-disciplinary area of management and articles related to HR can also be found dedicated HRM Journals as well as in specific disciplinary journals. The following list includes key journals related to HRM:

Academy of Management Review
Academy of Management Journal
Administrative Science Quarterly
Harvard Business Review
Hospital and Health Services Adm.
Health Care Management Review
Healthcare Management Forum
HR Magazine
Industrial and Labor Relations Review
Journal of Public Health Management
and Practice
Workforce

Journal of Applied Psychology
Journal of Health and Social Behavior
Monthly Labor Review
Organizational Behavior and
Human Performance
Personnel
Personnel Journal
Public Personnel Management
Sloan Management Review

Suggested Readings for Human Resources:

In addition to the following, an expanded list of websites and linkages for Healthcare HRM is located at the course Blackboard Website:

http://blackboard.uncfsu.edu/webapps/portal/frameset.jsp?tab_id= 2_1&url=%2fwebapps%2fblackboard%2fexecute%2flauncher%3ftype%3dCourse%26id%3d_1661470_1%26url%3d

Committee on the Future of Emergency Care in the United States Health Care System (2006) *Emergency Care: At the Breaking Point*. Washington, DC: National Academies Press. ISBN: 0309102421.

Ulrich, D. & N. Smallwood (2004) Capitalizing on capabilities. *Harvard Business Review* (June) 119-127.

Hecker, D. (2004) Occupational employment projections to 2012. *Monthly Labor Review* (127) 80-105.

Peters, T. (1988) Restoring American competitiveness: Looking for new models of organizations. *The Executive* (2) 103-110.

1991) ADA: The final regulations (Title 1): A lawyer's dream/employer's nightmare. *Employment Law Update*. (16)1.

Hallock, R.G. & Weaver, D.A. (1990) Controlling losses and enhancing management with TQR analysis. *Professional Safety* (35) 24-26.

Ambrose, M.L. & Schminke, M. (2003) Organizational structure as a moderator between procedural justice, interactional justice, perceived organizational support and supervisory trust. *Journal of Applied Psychology* (88) 295-305.

Zimmerman, E. (2001) What are employees worth? *Workforce* (Feb) 36.

- Middendorf, C.H. & Macan, (2002) T.H. Note-taking in the interview: effects on recall and judgements. *Journal of Applied Psychology* (87)293-303.
- Manville, B. (2003) Organizing enterprise-wide E-learning and human capital management. *Chief Learning Officer* (May) 50-55.
- McGregor, D. (1957) An uneasy look at performance appraisal. *Harvard Business Review* (35) 89-94.
- Milkovitch, G.T. (1998) Relationships among risk, incentive pay and organizational performance *Academy of Management Journal* (41) 283-297.
- Abelson, R. (2004) States are Battling Against Wal-Mart Over Health Care. *The New York Times*. Monday, November 1: A1; A13.
- Hoffman, S.K. (1992) Discrimination litigation relating to employee benefits. *Labor Law Journal*(June) 362-381.
- Caligiuri, P. (2000) The big five personality characteristics as predictors of expatriots' desire to terminate the assignment and supervisor rated performance. *Personnel Psychology* (53) 67-88.