



AHS 208 Health Management
Allied Health Sciences Department

Fall Semester 2011

Catalog Course Description: This course is a study of management in a health career environment, including supervision, medically ethical decision making, medical team concepts, human resource management, supervision of medical professionals at various levels, & organizational structure in health care settings.

Prerequisite(s): AHS 102
Credit Hours: 3 Credits Lecture 3 Lab 0

Departmental Website: <http://www.midlandstech.edu/healthsciences/>
D2L Login Page: elearn.midlandstech.edu

Instructor: See Faculty Addendum
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Program Coordinator: Richard T. Boan, Ph.D., (803) 822-3280, boanr@midlandstech.edu

Class Schedule: See Faculty Addendum

Office Hours: See Faculty Addendum

Textbook(s): Health Care Management, 1st ed., by Donald J. Lombardi and John R. Schermerhorn

Additional Textbooks/Readings: N/A

Course Objectives: On completion of this course, the student should be able to:

1. To distinguish levels of management and respective responsibilities.
2. To understand the four core management functions.
3. To identify organizational tools used for communication, including mission, vision, and values in the health care system.
4. To understand the role of committees and teams.
5. To identify the steps in the strategic planning process.
6. To understand how position descriptions, performance standards and staff schedules are used as tools in human resource management.
7. To understand the importance of policy statements and how they relate to procedures.
8. To understand several techniques used in healthcare management such as policy and procedure development and the budgeting process.

9. To understand how job descriptions are used in recruitment and hiring
10. To identify effective steps in conducting an interview.
11. To understand the benefits of teamwork in an organization and to identify the steps in creating an effective team.
12. To understand the relationship among performance standards, performance review and performance counseling.
13. To identify the key steps the supervisor should take in performance counseling or in taking disciplinary action.
14. To understand the budget process and how it relates to organization and department goals and assumptions.
15. To analyze typical ethical dilemmas and the process in ethical decision making.
16. To understand the important components of a professional resume.

Course Outcomes and Competencies:

Intended Course Outcome 1: The student will be able to show an understanding of the fundamentals and principles of health management.

Course Competency: The student will demonstrate mastery through a grade of 75% or higher on the final exam.

Performance Measurement Instrument and Success Criteria: Student will obtain a passing average (75) on the cumulative final exam.

Intended Course Outcome 2: The student will demonstrate a mastery of the functions and principles of health management.

Course Competency: Student will submit an acceptable report (refer to criteria) which demonstrates competency in the principles of health management necessary to convey to a reader information as appropriate to the topic.

Performance Measurement Instrument and Success criteria: Student report will demonstrate an understanding of health management as demonstrated by earning a passing grade on the report submitted.

Course Attendance:

On Campus Courses:

The quality of your learning experience in this class is determined in large by your active participation in the learning process. Therefore, it is important that you make every effort to attend every class. Students are expected to attend all classes and are responsible for class work, homework, lecture notes, reading assignments, etc., whether or not you are present.

There is no such thing as an "excused absence". On certain occasions, circumstances may arise, such as illness, personal issues or transportation problems that prevent you from attending class. In light of that, the maximum number of absences (no matter what the reason is -such as illness, out of town, etc.) allowed is twice the number of meeting times per week.

Students should not be late to class. Students who come in late interfere with the class presentation and disturb the other students in the class. Likewise, students should not leave in the middle of class or before class is dismissed. If you arrive after the roll has been taken, you will be marked absent. It is YOUR responsibility to see the instructor after class on THAT DAY so your absence can be changed to a tardy. Three tardies will be counted as one absence. Missing more than 10 minutes of class, (late arrival or early exit), will constitute an absence.

The student is responsible for keeping up with the number of classes missed.

Absences will be counted beginning with the first day of class

Additional items to consider:

- A. Incompletes are awarded only under extenuating circumstances, such as hospitalization, and require the permission of the instructor. All requests must be properly documented. Normally, the course work must be completed no later than the end of the following term.
- B. The instructor is not required to permit makeup work after the fact and may assign a grade of "0". Submitting makeup work for grades may be permitted at the discretion of the instructor provided you make arrangements with your instructor **prior to the due date** of the assignment in question.
- C. You are responsible for making sure all work reaches the instructor. All assignments should be submitted directly to the instructor; if assignments are submitted in any other way, they must be clearly labeled with the instructor's name.
- D. You are responsible for all material and announcements presented, whether you are present or absent.

Withdrawal: Should the maximum allowable absences be exceeded prior to midterm, a "W" will be submitted to the registrar to be recorded on the student's transcript. Should the maximum allowable absences be exceeded after midterm, a "W" will be submitted to the registrar if the student was passing the course at the time of withdrawal OR a "WF" will be submitted if the student was failing the course at the time of withdrawal.

Course Requirements: There will be four exams and a comprehensive final exam. In addition, the student will be required to submit a paper (See Addendum for Specific directions). Each student will give a 2-5 minute presentation. Five points will be deducted from the report if the student fails to give a presentation. Two points will be deducted if the student is absent from a classmate's presentation.

Course Grading: The final grade for this course will be determined as follows:
All four exams and the report will carry equal weight. The final exam will count as two exams.

Grading Scale:	92-100	A	Superior Work
	84-91	B	Good Work
	75-83	C	Average Work
	0-74	F	Unsatisfactory Work

Classroom Rules/Other:

Mastering the content of this course requires regular attendance in class, consistent study of text material and class notes, and preparation of homework assignments. Students are expected to **BE PREPARED FOR** and **PARTICIPATE** in every class meeting. Students are expected to have all assignments completed by the due date.

You are in college. You will be treated and respected as an adult. It is a violation of the MTC Student Code to interfere with the learning process in the classroom. Courteous, attentive behavior is expected at all times. Disruptive behavior in any form will not be tolerated. Students engaged in such behavior will be dismissed from class and subject to disciplinary procedures.

It is expected that all beepers and cellular telephones will be turned off or "set" to the silent mode during class. You may not receive or place telephone calls during class.

No electronic devices will be (including, but not limited to I-pods, MP3 players, etc) will be permitted in class. Tape recorders may be permitted at the discretion of the instructor. A Laptop computer is allowed only if the student uses it to take notes during class.

Be on time! It is inconsiderate to your classmates and disruptive to the class to arrive late. Students are expected to be in their seats ready to start class at the beginning of the class. Leaving during class should only be in case of an emergency. If you know you must leave early, please let the instructor know ahead of time.

Prior to each class, the student should review the previously covered material of the last class period. Additionally, the next chapter should be reviewed, in depth, for complete understanding and class participation

**Tentative Course Topic Outline/Course Calendar with Assignments:
Specific Test Dates will be provided by the instructor**

WEEK	DATE	TOPIC	CHAPTER
		Stepping Into Management Meeting the Challenge	
		Doing the Right Thing	
		Organizing the Workplace	
		Managing Teams	
		Managing Resources	
		Managerial and Supervisory Planning	
		Keeping Things in Check	
		Making Major Choices	
		Leading Others	
		Motivating Others	
		Change Leadership in the Workplace Communicating	
		Resumes (CVs)	
		Presentations	
		FINAL EXAM	

PLEASE NOTE: Should change become necessary, the instructor reserves the right to adjust the requirements, pace, or scheduling of this course. Any change will be announced in class before it becomes effective.

Learning Objectives for AHS 208

Lecture Series 1

After Studying This Lecture Series, Students Should Be Able To:

- Describe the significant elements and trends of the current health care environment
- Understand the need to know who and where their patients are, how they are changing, and how they are reacting to an evolving health care environment
- Appreciate the multitask nature of a manager's job and the variety of challenges he or she faces
- Comprehend the basics of management function, both traditional and new-wave thinking

Lecture Series 2

After Studying This Lecture Series, Students Should Be Able To:

- Identify and define what constitutes ethical and socially responsible behavior
- Recognize the basic forms of ethical dilemmas
- Understand the elements to consider when evaluating an ethics-based argument in a health care setting
- Appreciate how personal ethics can be influenced
- Understand the various steps to follow when making an ethical decision
- Incorporate social responsibility when making ethics-based decisions

Lecture Series 3

After Studying This Lecture Series, Students Should Be Able To

- Understand how an organization structure facilitates the efficient coordination of resources
- Differentiate between the various types of formal and informal structures
- Appreciate the basic tools available to a manager in a health care setting
- Describe the parameters of an effective health care organization
- Recognize the value of teamwork

Lecture Series 4

After Studying This Lecture Series, Students Should Be Able To

- Describe the attributes of a team, including key characteristics
- Understand and explain ways to develop team cohesion including the five phases of development
- Describe methods to enhance performance and achieve effectiveness
- Identify the pros and cons of team decision making
- Understand how a manager effectively leads a team and the techniques to achieve positive outcomes

Lecture Series 5

After Studying This Lecture Series, Students Should Be Able To

- Understand the current demands placed on a human resource department
- Describe the selection process components
- Explain what it takes to develop, maintain, and retain a quality workforce
- Understand the various elements of a performance appraisal

- Recognize the signs and symptoms of office behavior

Lecture Series 6

After Studying This Lecture Series, Students Should Be Able To

- Understand the planning process and the benefits derived from good planning
- Identify the five steps of the planning process
- Assess the tools and techniques of planning including SWOT analysis
- Describe the various forms of planning: short- and long-range and strategic
- Identify a problem and execute the steps necessary To Whom It May Concern: implement a positive course of action

Lecture Series 7

After Studying This Lecture Series, Students Should Be Able To

- Understand the elements of control, measurement tools, and corrective steps
- Differentiate among the types of controls utilized within an organization
- Employ control strategies for effective management
- Identify which control processes are effective in an operational setting
- Describe an integrated planning process

Lecture Series 8

After Studying This Lecture Series, Students Should Be Able To

- Understand the various types of strategies that can be employed in making major decisions
- Explain how to go about formulating strategies
- Collect information that can help in developing strategies and making decisions
- Conduct an analysis of data gained from a variety of sources including environmental, functional, business, and historical
- Differentiate among the models of approach in developing operational changes
- Implement a strategic plan that involves all the stakeholders

Lecture Series 9

After Studying This Lecture Series, Students Should Be Able To

- Understand what it takes to become a leader
- Appreciate where power comes from and how to use it
- Assess their own abilities as leaders
- Recognize how leadership is achieved
- Appreciate the skills required of a leader
- Acknowledge the importance of having a sound moral and ethical basis

Lecture Series 10

After Studying This Lecture Series, Students Should Be Able To

- Define the concept of motivation
- Understand how to motivate personnel for positive outcomes
- Appreciate the concept of need as a psychological tool
- Explain the three theories of motivation
- Motivate through process, external forces, and job design
- Comprehend the use of alternative work arrangements as motivational tools

Lecture Series 11

After Studying This Lecture Series, Students Should Be Able To

- Understand the role of leadership in bringing about change
- Explain how to plan for change in a controlled environment
- Describe strategies to initiate change
- Appreciate how and why people resist change
- Explain the use of intervention strategies
- Understand how to handle stress in a changing environment

Lecture Series 12

After Studying This Lecture Series, Students Should Be Able To

- Recognize the key elements of effective communication
- Define what is effective and efficient communications
- Understand how communications can alter perceptions
- Recognize and employ communication strategies
- Employ conflict resolution techniques
- Identify negotiation techniques

Lecture Series 13

After Studying This Lecture Series, Students Should Be Able To

- Understand the important components of a professional resume.
- Construct a professional resume for themselves

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GRADING RUBRIC – AHS 208 HEALTH MANAGEMENT

Description	0	1	2	3	Points		Weight		Score
Content: Subject matter Supported by data/statistics	No evidence of data/statistics	Limited evidence of data/statistics	Some evidence of data/statistics	Specific and detailed evidence of data/statistics	3	X	10	=	30
References Minimum of 3 3 yrs old or less Valid scientific Source	No valid references	One valid reference	Two valid references	Three or more valid references	3	X	10	=	30
Citations Accurate footnotes APA style	References not properly cited	Some errors in citations	Limited errors	No errors in citations	3	X	5	=	15
Grammar Spelling	Numerous grammar or spelling errors	Limited spelling and grammar errors	Minor spelling or grammar errors	No spelling or grammar errors	3	X	5	=	15
Style: 8 ½ x 11 white paper Double spacing Standard 12-point font One-inch Margins APA style	Did not follow instructions	Followed only one instruction	Followed two/three instructions	Followed all instructions	3	X	1	=	3
Length 450 words Title page	Less than 450 words excluding	450 or more words Title page	450 or more words Title or	Followed all instructions	3	X	1	=	3

Reference page MS-Word	title and reference pages	w/error Reference page w/errors Did not use MS-Word	reference page w/errors MS-Word used						
Timely submission			Papers submitted on time		2	X	2	=	4
							SUB TOTAL	=	100

Timely submission: Papers submitted after due date will have five points deducted from overall score plus 2 points for each additional day late, including weekends and non-class days.
 Points deducted _____

Presentation: Five points will be deducted from the paper grade for no presentation. Two points will be deducted from paper if student misses one or more presentations.
 Points deducted _____

Credible evidence of plagiarism will result in zero points for the paper.
 TOTAL POINTS _____

DATE RECEIVED _____

TOPIC: _____



Academic Affairs Student Guidelines and Expectations

MTC Student Handbook:

Students are expected to read the *MTC Student Handbook* and abide by its policies. You can find the handbook online at <http://www.midlandstech.edu/handbook/>; copies are also available at various locations on campus. Some of the more important handbook policies that impact your academic success are listed below.

Academic Integrity:

- The students of MTC have adopted the following Honor Code:
As a member of the Midlands Technical College community, I will adhere to the college's Student Code. I will act honorably, responsibly, and with academic integrity and honesty. I will be responsible for my own academic work and will neither give nor receive unauthorized or unacknowledged aid. I will behave courteously to all members of the MTC community and its guests and will respect college property and the property of others.
- The Student Code (Appendix I of the *MTC Student Handbook*) defines academic dishonesty, which includes, but is not limited to, cheating on tests, plagiarism, collusion, and falsification. Such actions will result in discipline.
- Cheating on tests includes:
 - Copying from another student's paper.
 - Copying or presenting someone else's work as your own.
 - Using unauthorized materials during a test.
 - Collaborating with any other person during a test without permission.
 - Knowingly obtaining, using, buying, or selling in whole or part the contents of any test.
 - Bribing any other person to obtain information about tests.
 - Substituting for another student, or permitting another student to substitute for you.
- Plagiarism is taking another person's work and using it without giving the source credit in any graded assignment.
- The use of cell phones or other portable electronic devices for purposes of academic dishonesty in any form is strictly prohibited; students who violate this policy will be subject to the disciplinary procedures and sanctions outlined in the Student Code.
- For more information about academic dishonesty, see the Student Code.

Class Attendance and Participation:

Students are responsible for meeting all attendance and participation requirements outlined in each course syllabus.

Portable Electronic Devices:

Cell phones and other portable electronic devices may be used in classrooms only for maintaining access to *MTC Alerts!*, the college's emergency notification system. Other uses of portable electronic devices (for example, leaving class to make or receive phone calls, sending or reading text messages, accessing the internet, taking pictures or videos, listening to music, etc.) will be considered disruptive activities, and the student will be subject to disciplinary action.

Student Email Accounts (MyMTC Email):

- All MTC students are assigned a college email account called *MyMTC* Email. For access, follow the link on the *Enrolled Students* page or go to <http://www.midlandstech.edu/myemail>.
- *MyMTC* Email is the primary way the college communicates with students. You are responsible for checking your college email regularly for important information and announcements about registration, financial aid, cancelled classes, emergencies, etc.
- Students can use their college email accounts to communicate with faculty, staff, fellow students, and others, as well as to maintain personal calendars and task lists.
- In addition to using *MyMTC* Email, students may also be required to communicate with instructors through Desire 2 Learn (D2L, the college-wide learning management system), or through course-specific software, such as MyMathLab.

MyMTC:

The college conducts business with students through *MyMTC*, which provides many services and resources, including access to transcripts, grades, and program evaluations; information about financial aid status; and how to search and register for courses. To access *MyMTC*, follow the link on the *Enrolled Students* page or go to <http://mymtc.midlandstech.edu>.

Children on Campus:

Children are generally not permitted on campus except for special events. Children are not permitted in classes, labs, or advisors' offices. Children can never be left unattended on campus, including in the library, the Academic Success Center, or parking lots.

Inclement Weather Policy:

- If weather conditions or other emergencies cause the college to close or open late, announcements will be made over local radio and TV stations, on the MTC website, and on the college's information line (803-738-8324).
- Notices will be sent to students via *MyMTC* Email and *MTC Alerts!* when applicable.
- Check for separate announcements for day and evening classes because weather conditions can change during the day.
- Inclement weather schedules: In standard non-lab and non-clinical classes, if the college closing or reopening means that there is at least 30 minutes of a class remaining, plan to attend that class. For example, if the college opens at 10 a.m., classes that normally meet at 8 a.m. will not meet, but classes that normally begin at 9:35 a.m. will begin at 10 a.m. Similarly, if the college closes at 8 p.m., 6 p.m. classes will meet for their regular time, but 7:35 p.m. classes will not meet.
- Check your syllabus for specific information about the inclement weather policy for that course.

Campus Emergency Protocol:

- To report safety concerns or suspicious activities, call Campus Security at 7850 (on campus) or 738-7850 (cell phone or off campus).
- To report a security emergency, call Campus Security at 738-7199 or dial local 911 immediately.
- The college also provides emergency call boxes; look for these red call boxes in or near parking lots on all campuses.
- If a college-wide emergency occurs, the college will communicate additional information and instructions in a number of ways, including the MTC Information Centers, campus loud speakers, *MyMTC* Email, the MTC website, and *MTC Alerts!*. To sign up for *MTC Alerts!* and receive emergency notifications on your cell phone, go to: http://www.midlandstech.edu/Phone_Alert.htm.

Student Evaluation of Instruction:

Toward the end of the semester, students will be encouraged to participate in evaluating their courses. You can complete this confidential evaluation through *MyMTC* using your username and password. Announcements will be made during the term concerning how and when to complete the online evaluation.

Students Requiring Special Accommodations:

- If a student with a disability requires special accommodations, the student should go to Counseling Services in the Student Center on Beltline or Airport Campus for assistance. Documentation regarding a specific disability is required in order for special arrangements to be made. All information received will remain confidential.
- For more information, follow the *Disability Resource Centers* link under *Online Resources* on the *Enrolled Students* page.

(Approved July 12, 2011)