

MHSA 7650 – Human Resources Management in Health Care Summer 2005 (Internet)

When: TBA
Where: TBA
Prerequisites: None
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Wednesday 10:00A – 5:30P
Other dates/times by appointment only

Course Description

This course provides for a study of the organization, training, motivation, and direction of employees with emphasis on maintaining productivity and morale at a high level. Topics include selection, compensation, financial incentives, work standards, and leadership principles within contemporary health services organizations.

Course Objectives

Upon completion of this course, it is anticipated that the student will be able to demonstrate significant understanding of the following concepts:

- (1) The deployment and management of human resources within the context of a strategic planning/management framework in HSO's.
- (2) The historical evolution of contemporary human resources management within the health services industry.
- (3) Current trends and critical human resource management issues associated with various categories of healthcare professionals within contemporary HSO's.
- (4) The social, legal, and economic environments that impact the management of human resources within contemporary HSO's.

- (5) The various technical human resources management functions including job design and analysis, candidate recruitment and selection methods, employee training and development, performance management techniques and methods, and principles/practices of compensation and fringe benefits management.
- (6) The various social-behavioral aspects of human resources management including an understanding of employee motivation, leadership practice and development, conflict resolution strategies, change management strategies, and the development of customer focus among employees.
- (7) Legal and regulatory issues implicated the with human resources management of organized labor/collective bargaining units.

Course Textbook

Fried, Bruce J. and Johnson, James A. Human Resources in Healthcare – Managing for Success. AUPHA/Health Administration Press, 2002. (Required)

Supplemental Readings

Supplemental readings will be assigned on a fairly regular basis throughout the term (see course schedule) to roughly coincide with the lecture material being covered in the lecture portion of class. Such readings will be largely comprised of scholarly and/or trade journal articles as well as selected chapters from additional human resource management reference texts. It is likely that the majority of the course-based discussion and/or course assignments will come directly from these supplemental readings, making the task of staying up to date on assigned readings quite important. All assigned supplemental readings will be made available in electronic format either via e-mail attachment and/or through the use of the library reserve system at AASU. Students will be notified as to the availability of these readings on a weekly basis.

Course Evaluation and Grading

The grading scale to evaluate student performance on course-related assignments will be similar to that used in other courses at AASU: 90-100% of total points (A), 80-89% of total points (B), 70-79% of total points (C), 65-70% of total points (D), <65% of total points (F). The instructor reserves the right to deviate from this standard grading scale, typically as a result of the overall distribution of student scores on various course-related assignments as well as the final course grade. Each student's grade in this course will be based on the following criteria (with relative weights for each):

1.	Course examination	--	40%
2.	HR Cases/Homework Assignments	--	30%
3.	HRM Literature Review	--	30%

Case Analyses/Homework Assignments

Each student will be required to complete a number of case analyses and other homework assignments throughout the term (see course schedule). It is anticipated that each case/homework will be assigned at least one week prior to the due date for each one. The homework assignments will typically involve the completion of several end-of-chapter(s) discussion questions to coincide with the material being covered at the time. There will also be a number of case studies assigned throughout the term that will allow students to apply what they are learning in the lecture portion of the class. The format of the case analyses will be directed, with the instructor providing students the case study description as well as a series of specific, directed questions that should serve as the focus of the analytical approach. Students are certainly allowed (and encouraged) to be reasonably creative as they see fit in their analytical approach. Cases will be selected based on their application to specific and important content areas within human resources management.

For purposes of evaluation/grading of these assignments, students will be required to independently submit a written version of each case analysis (by the assigned due date) not exceeding 5 total pages, double-spaced, excluding any appendices. Students are expected to work independently on each analysis, but will be allowed to utilize any relevant reference material in conducting the analysis. **Any specific referencing material utilized, aside from class notes and/or the course textbook, MUST BE APPROPRIATELY REFERENCED.** Failure to utilize appropriate referencing as part of this assignment (regardless of intent) is consistent with academic plagiarism, and will be dealt with as per academic policy at AASU. Each written analysis will be evaluated based on content, analytical approach, creativity of proposed solution(s), grammar, spelling, AND appropriate use of referencing, if applicable.

Human Resources Management (HRM) Literature Review

Additionally, each student will be required to select a topical area that is germane to the field of human resources management (and have approved by me) for purposes of conducting a thorough review of the professional and/or scholarly literature pertaining to their topic. Suggested topics that may be chosen for this purpose may include, but not be limited to, any of the following:

- ** Cross-training of clinical staff
- ** Physician unionization
- ** Flexible benefits/compensation packages
- ** Retention strategies for nursing staff
- ** Defined benefit vs. defined contribution benefit plans
- ** Americans with Disabilities Act (ADA)

Human Resources Management (HRM) Literature Review (continued)

- ** Employee Retirement Income Security Act (ERISA)
- ** Occupational Safety and Health Act/Administration (OSHA)
- ** Sexual Harassment in the Workplace
- ** Novel recruitment/retention strategies to address health professional shortages
- ** Managing HSO relations with independent contractor physicians
- ** Pay for performance compensation initiatives
- ** Strategic approaches to employee evaluation

The focus of the literature review, and the source material included therein, should be on the contemporary health services organization and the impact of these various issues/laws on the management of human resources within said organizations. Although generic background information may be included, the literature should emphasize the health services organization.

There is no hard, fast rule with regard to the numbers of sources of literature to include in your review. Historically, students have included anywhere from 5 to 15 references in their final papers. It is expected that the final written document will be between 10-20 double-spaced, typed pages in length, with appropriate referencing of all source materials utilized in compiling the analysis. Although APA format is preferred, other suitable referencing formats may also be utilized if the student is more familiar with a particular method of referencing. If you are unsure, see me first. Additionally, all submitted analyses should include a cover page with the student's name and title of the paper. All submitted literature reviews will be evaluated based on content, appropriateness of scope/focus, editorial style, as well as the use of appropriate grammar and spelling. **Please be advised that any paper submitted with more than a token number of grammatical and spelling errors will be subject to failure of this assignment without regard to issues pertaining to content or style. Please be careful to meticulously proofread your final papers before submission!**

As a final note on this assignment, students are allowed (and encouraged) to prepare rough drafts of their literature review for me to review and provide feedback prior to final submission. Students should allow several days of lead time when submitting these draft(s), if any, for me to provide said feedback. **DO NOT SUBMIT A ROUGH DRAFT OF YOUR REVIEW 2-3 DAYS BEFORE THE FINAL DUE DATE AND EXPECT TO RECEIVE FEEDBACK IN ENOUGH TIME TO MAKE ANY SUGGESTED REVISIONS/CHANGES!**

Student Performance / Conduct Expectations

At each registration, students must agree to abide by the rules of the Honor Code and the Code of Conduct. The Honor Code and Code of Conduct are printed in the AASU Catalog, Students Illustrated and on the University website. Any student desiring assistance with any matter related to these Codes is invited to seek assistance in the Division of Student Affairs.

Student Performance / Conduct Expectations (continued)

Commensurate with their obligations associated with adherence to these defined codes of conduct, all students in this course are expected to:

1. Exercise honesty in all matters, both academic and personal in nature.
2. Be fair and courteous with others, treat them fairly and with respect, showing sensitivity to cultural, ethnic, and religious diversity and personal dignity.
3. Accept personal responsibility for appropriate behavior as defined by the Codes.
4. Know the offenses under each Code and the penalties for violating them.
5. Understand that they are responsible for knowing and following any additional written or verbal requirements given by the professor, which relate to honor or conduct and which are inherent to the classroom or University functions.
6. Know what plagiarism is, as defined under the Honor Code; recognize that it undermines individual and academic integrity and ensure that it is avoided in both spirit and deed.
7. Understand that the Codes apply at all University activities whether on the main campus or at other locations.
8. Remember that they are representatives of Armstrong Atlantic State University and that they must always conduct themselves in a manner that brings credit upon themselves and the University.

Any student determined to be in violation of one or more of the provisions of these codes will be subject to all proscribed academic and/or disciplinary penalties as outlined in the Code of Student Conduct. Lastly, it should be noted that student ignorance of the specific provisions within the Code of Student Conduct **is not** an acceptable defense in any such proceedings. Students should thus exercise particular care to refrain from any activity or behavior that has the appearance of constituting a violation of the Code.

Tentative Course Schedule (subject to revision):

	<u>Course Topics</u>	<u>Fried & Johnson Ch.</u>
<u>Week 1:</u> (6/1-6/7)	Orientation/introduction to course Strategic management of human resources (HRM) Historical evolution of HRM	1

Week 1 Supplemental Readings:

Schneider, B. And Bowen DE. "The Service Organization: Human Resources Management is Crucial." Organizational Dynamics.

Devanna, MA. "Human Resources Management: A Strategic Perspective." Organizational Dynamics. Vol. 9, No. 3. pp. 51-67.

Wright, P. et al. "Human Resources and the Resource-Based View of the Firm." Journal of Management. Vol. 27, No. 6. pp. 701-721.

Week 1 Homework Assignment:

Ch. 1 Discussion Questions 1, 2, 4

Week 1 Case Assignment:

N/A

<u>Week 2:</u> (6/8-6/14)	The external environment(s) of HRM Legal/regulatory environment of HRM Employee and employer rights The economic environment of HRM	4, 12
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Week 2 Supplemental Readings:

Genovich-Richards, J. "A Poignant Absence: Sexual Harassment in the Health Care Literature." Medical Care Research and Review. Vol. 49 Iss. 2, 1992.

Kinard, J and Little, B. "Sexual Harassment in the Health Care Industry: a Follow-Up Inquiry." The Health Care Manager. Vol. 20, No. 4. pp. 46-52.

Author Unknown. "Expect Heightened EEOC Scrutiny of 'Systemic' Bias." Human Resources Department Management Report." Vol. 5, No. 5. pp. 1-5.

Week 2 Supplemental Readings (continued):

Johnson, M. "Harassment and Discrimination Prevention Training: What the Law Requires." Labor Law Journal. Vol. 55, No. 2. pp. 119-129.

Williams, S. et al. "An Analysis of Employment Discrimination Claims Associated with Layoffs." SAM Advanced Management Journal. Vol. 68, No. 1. pp. 49-55.

Week 2 Homework Assignment:

Ch. 4 Discussion Question 5

Ch. 12 Discussion Questions 2, 3

Week 2 Case Assignment:

Sexual Harassment case analysis (questions to be distributed)

<u>Week 3:</u> (6/15-6/21)	The internal environment(s) of HRM Healthcare professionals and HRM interface(s) Physician integration issues and HRM Information technology and HRM	2, 3
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Week 3 Supplemental Readings:

Castellani, B. and Wear, D. "Physician Views on Practicing Professionalism in the Corporate Age." Qualitative Health Research. Vol. 24 No. 4, 2000.

"The Power of Physicians: Autonomy and Balance in a Changing System." Friedman, E. Abstracted from Readings in Health Services Management (2nd Edition).

"Physician Integration: Linking Doctors with the System." Abstracted from Remaking Health Care in America.

Broderick, R. and Bounreau, J. "Human Resources Management, Information Technology, and the Competitive Edge." Academy of Management Executive. Vol. 6, No. 2. pp. 7-17.

Week 3 Homework Assignment:

Ch. 2 Discussion Questions 1, 3

Ch. 3 Discussion Question 1

Week 3 Case Assignment:

Physician adaptation/integration case (questions to be distributed)

Week 4: HRM processes/functions 5, 6, 8
(6/21-6/28) Job design/job analysis concepts
HR recruitment/selection processes
HR training/development functions
HSO leadership development

Week 4 Supplemental Readings:

Mitchell, KE et al. "Toward an ADA-appropriate Job Analysis." Human Resource Management Review. Vol. 7 Iss. 1, Spring 1997.

Wilk, SL and Cappelli, P. "Understanding the Determinants of Employer Use of Selection Methods." Personnel Psychology. Vol. 56 Iss. 1, Spring 2003.

Robertson, IT and Smith, M. "Personnel Selection." Journal of Occupational and Organizational Psychology. Vol. 74 Iss. 4, Nov. 2001.

"Training and Development." Smith, HL and Fottler, MD. Abstracted from Strategic Management of Human Resources in Health Services Organizations. (1994)

Melum, M. "Developing High-Performance Leaders." Quality Management in Health Care. Vol. 11, No. 1. pp. 55-68.

Week 4 Homework Assignment:

Ch. 5 Discussion Questions 1, 2, 5

Ch. 6 Discussion Questions 2, 3

Week 4 Case Assignment:

N/A

Week 5: HRM processes/functions (cont'd) 7
(6/29-7/5) Employee performance management principles
Theories/principals of employee motivation

Week 5 Supplemental Readings:

Scott, SG and Einstein, WO. "Strategic Performance Appraisal in Team-Based Organizations: One Size Does Not Fit All." Academy of Management Executive. Vol. 15 Iss. 2, May 2001.

Week 5 Supplemental Readings (continued):

Chandra, A. and Frank, Z. "Utilization of Performance Appraisal Systems in Health Care Organizations and Improvement Strategies for Supervisors." The Health Care Manager. Vol. 23, No. 1. pp. 25-30.

Arnold E. and Pulich, M. "Personality Conflicts and Objectivity in Performance Appraisals." The Health Care Manager. Vol. 22, No. 3. pp. 227-232.

Crane, JS and Crane, NK. "A Multi-Level Performance Tool: Transition from the Traditional to a CQI Approach." Health Care Management Review. Vol. 25, No. 2. pp. 64-73.

Longest, BB, Rakich J, and Darr K. "Motivation." Abstracted from Managing Health Services Organizations and Systems (4th edition), 2002.

Week 5 Homework Assignment:

Ch. 7 Discussion Questions 1, 2, 5, 7

Week 5 Case Assignment:

Performance Evaluation Case Study (questions to be distributed)

<u>Week 6:</u> (7/6-7/12)	Miscellaneous issues with HRM Employee compensation/benefits Regulatory issues in compensation/benefits management HRM issues with organized labor	9, 14
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Week 6 Supplemental Readings:

Garfinkel, S.A. "Self-Insuring Employee Health Benefits." Medical Care Research and Review. Vol. 52, No. 4 (1995), pp. 475-491.

Harker, C. "The Future of Self-Funding." Employee Benefits Journal. Vol. 28, No. 3 (2003), pp. 45-47.

Pfeffer, J. "Six Dangerous Myths About Pay." Harvard Business Review, May-June 1998.

Cappelli, P. "A Market-Driven Approach to Retaining Talent." Harvard Business Review. Vol. 78, No.1. pp. 103-111.

