

MHSA 8861

Organization Theory and Organizational Behavior in Health Care

Please note that this syllabus is intended as a generic, representative syllabus for the MHSA 8861 course. Specific requirements, textbooks, and schedules are subject to change each semester based on semester length, number of students in the course, scheduling requirements, relevant research or service opportunities that arise for student involvement, and other factors, including the instructor's efforts to update and improve the educational experience of students.

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Course Description

The purpose of this course is to introduce the student to the fields of organization theory and organizational behavior and their application to the management of health care organizations. The course will cover both “macro” and “micro” level issues relevant to health care organizations, including governance, the history and role of management in health care, organizational structure and design, inter-organizational coordination and alliances, intra-organizational coordination and communication, organizational culture, personality and other aspects of individual behavior, group behavior and the effective use of groups and teams, negotiation and conflict management, motivation, power and politics, initiating and managing innovation and change, and leadership. Methods of instruction include readings, lectures, class discussions and interactive exercises, videos, and a community-based project.

Course Objectives

Through lectures, readings, discussions, cases, self-assessment inventories, student projects and presentations, the student should be able to:

1. Apply concepts, principles, and theories of management and behavioral sciences to organizing and managing health care organizations;
2. Understand the organization as an adaptive unit, functioning within a larger environment and within inter-organizational networks;
3. Identify alternative structural designs for health care organizations and circumstances when each may be most appropriate;
4. Develop and apply organizational diagnostic skills (i.e., to be able to evaluate individual, situational, and environmental factors that play a role in effective decision making and management);
5. Discuss, using specific theories and concepts, why organizational members think and behave as they do;

6. Articulate specific strategies and approaches for negotiating and dealing with conflict in the health care setting;
7. Understand how effective health care teams can be developed and maintained;
8. Discuss the sources of power and authority in health care organizations and to analyze the way in which power and authority are distributed among organizational subunits;
9. Describe the organizational processes that can be used to initiate and manage change within health care organizations; and
10. Articulate key theories of leadership and to begin to develop and clarify his or her own leadership values and philosophy;

Course Textbook

Robbins, S.F. (2005). Essentials of Organizational Behavior (8th ed.). Upper Saddle River, NJ: Pearson/Prentice Hall.

In addition, supplemental readings from the professional literature to coincide with the subject material covered will be required. Readings will be posted to the WebCT course site by the week that they are covered in class.

Course Evaluation and Grading

Participation	15%
Midterm exam	30%
Team project	20%
Project team peer evaluation	5%
Final exam	30%

The grading scale to evaluate student performance will be similar to that used by other Courses at AASU: 90-100(A), 80-89(B), 70-79(C), 65-70(D), <65(F). Any deviations from this standard scheme will be a result of the distribution of class scores.

Participation: This course is designed as a seminar, so it is essential that you read the assigned materials for each class period, complete any assigned tasks, and come to class prepared to participate in the discussions. Your class participation grade will be based as much on the *quality* of your contributions as the *quantity* of your remarks.

Team Project: Each student team will complete a profile of a health services organization, to be chosen by the team and approved by the instructor. Your profile should be a comprehensive examination of the organization from an administrative perspective, to include the mission, governance, and structure of the organization, any inter-organizational alliances in which they may participate, mechanisms of coordination and communication, incentive systems and other motivational approaches used, and strategies for conflict management and negotiation. In addition, you should provide an analysis of any ongoing or recent change initiatives in the organization and a profile of at least one leader in the organization in terms of his or her personality (according to the measures discussed in class), and how those factors relate to other aspects of the organizational profile.

Each student team must submit to the instructor the name of the organization they wish to profile by week 4, and, if approved, the name, email address, and phone number of the primary contact person at that organization by week 5. When contacting the organization, you should offer to sign a confidentiality agreement, and, if necessary, to disguise the name of the organization for the purposes of the written report and class presentation. However, the instructor must be given the name of the organization and contact person – I will sign a confidentiality agreement as well, if needed. A progress report, including an outline of the presentation and checklist of information obtained, must be submitted by week 9.

Each team must prepare a report to submit to the instructor by week 15 and a presentation to be given in class that same day. The specific format and structure of the report and presentation are to be determined by the team, but should be appropriate to be presented in a business setting (i.e., to a group of executives from that organization), including an executive summary for the report and relevant handouts for the presentation.

Each team member will be required to complete a Team Peer Evaluation of each of team member, including himself or herself, based on the team project assignment in this class. Evaluation forms will be given out near the end of the semester. Each of the criteria listed below will be equally weighted in the final evaluation score. Item scoring ranges from 1 (strongly disagree) to 10 (strongly agree). The instructor will aggregate and normalize the scores to a 100 point scale.

1. This person worked cooperatively with the team to complete assigned tasks.
2. This person did his/her fair share of the total workload.
3. This person was reliable and met agreed-upon team deadlines.
4. This person put forth efforts to be present at team meetings.
5. This person's presence was instrumental in helping achieve team goals.
6. I would willingly work with this person on future projects.

Exams: There will be two exams for this course, a midterm exam and a final exam. The final exam will *not* be cumulative. Exams will cover all topics from the textbook, readings, class discussions, and class activities and will include objective (true/false and multiple-choice) questions, short-answer questions, and essay questions. For each exam you may bring one sheet of standard letter size paper (8.5 x 11) on which you may write notes on one side only. No other outside materials may be used during the exams.

Miscellaneous

Students are strongly encouraged to attend class on a regular basis and to actively participate in all class discussion and activities for the purpose of optimizing the educational experience. While absences for legitimate reasons are certainly understandable and anticipated, unexcused absences are not acceptable. Unexcused absences constitute any absence from class where the student fails to inform the instructor either before hand or as soon as possible after the fact about the reasons for the absence. Such reasons must obviously be legitimate for an absence to be considered excused, and the instructor reserves the right to make inquiry with regard to such if deemed necessary. The instructor further reserves the right to ask a student to withdraw from the

class if the number of total or unexcused absences is excessive, as determined by AASU policy. As stated before, any assignments missed due to an unexcused absence may not be made up by the student.

Academic dishonesty, as defined in the AASU Student Handbook, is strictly prohibited in this course as in all others at AASU. Students are reminded that, as AASU students, they have a responsibility to adhere to and have knowledge of the principles of ethical conduct for AASU students as it applies to academic dishonesty. Violations of any of these principles will result in the student receiving an 'F' in the course as well as the potential for further prosecution for said violations by AASU and its respective governing bodies.

The Americans with Disabilities Act of 1990 requires AASU to provide "reasonable accommodation" to any student who advises of a physical or mental disability. If you believe you qualify, please contact the instructors as soon as possible.

Course Schedule (this schedule is representative of a Fall or Spring semester and is subject to change based on differing semester schedules, holidays, and other factors).

Week 1	• Introduction to Course		
Week 2	• Introduction to OB/OT • Foundations of Individual Behavior	Chapter 1 Chapter 2	
Week 3	• History and Role of Management • Governance and organizational ethics	Readings (posted on WebCT)	
Week 4	• Organizational Design and Coordination • Organizational Culture	Chapter 13 Chapter 14 Readings (posted on WebCT)	Name of organization for team project due
Week 5	• Physicians and Medical Staff Organizations	Readings (posted on WebCT)	Contact information for team project due
Week 6	• Enhancing Clinician-Administrator Relationships • Communication	Readings (posted on WebCT) Chapter 9	
Week 7	• Personality	Chapter 3 Readings (posted on WebCT)	
Week 8	• Midterm Exam		
Week 9	• Motivation	Chapter 4 Chapter 5 Readings (posted on WebCT)	Team project progress report due
Week 10	• Conflict Management and Resolution	Chapter 12 Readings (posted on WebCT)	
Week 11	• Negotiation	Readings (posted on WebCT)	
Week 12	• Groups and Teams	Chapter 7 Chapter 8 Readings (posted on WebCT)	
Week 13	• Organizational Innovation and Change	Chapter 16 Readings (posted on WebCT)	
Week 14	• TEAM WORK PERIOD		
Week 15	• Team Presentations		Team project paper due
	• FINAL EXAM		