

Argosy University
COURSE SYLLABUS

HM6110

Management and Organizational Behavior

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Course description:

This course focuses on the understanding and development of management skills for continued effectiveness. Topics include applied organization theory, organization design, applications of management theory, conceptual models, inter-organizational networks/coalitions, quality management strategies, change management and innovation, human resource policies, training management and communication skills, conflict management, dispute resolution techniques, and a review of behavioral science research that relates to organizational behavior.

Course Pre-requisites: None

Required Textbook:

Borkowski, N. (2005). *Organizational behavior in health care*. Jones and Bartlett Publishers. ISBN: 0763747688

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

- 1. Integration** - Analyze the interrelationship of the structure, market, and positioning of a healthcare organization.
- 2. Management**
 - 2.1. Financial Management** – Apply analytical skills in economics, policy, and financial issues in the health services and related industries.
 - 2.2. Human Resource Management**
 - 2.2.1.** Integrate human resource strategies with organizational objectives.
 - 2.2.2.** Given a case, demonstrate the ability to manage health professionals in diverse organizational environments.
 - 2.3. Change Management** – Compile information to lead a change process that addresses issues of diversity and organizational learning.

3. **Leadership** – Given a healthcare management case, create a leadership plan developing and communicating purpose and vision, motivating people to overcome barriers, and creating the momentum for change.
4. **Decision Making**
 - 4.1. Evaluate health data by collecting information using statistical and non-statistical analysis, and summarizing the findings for decision making.
 - 4.2. Demonstrate ability to use decision making methodologies, such as information systems, financial management, and quantitative methods.
5. **Ethics** – Identify the ethical principles related to health policy & management behavior in the healthcare industry and explain the potential consequences.
6. **Healthcare Law** – Given a case, assess the legal and ethical issues of health services management, including governance, informed consent, medical malpractice, and case law relating to health facility operations.
7. **Assessment**
 - 7.1. Assess the current healthcare systems in a given environment using outcomes measurements and process/outcome relationships for process improvement.
 - 7.2. Assess the current healthcare systems in a given environment with recent healthcare policies, legislative developments, and regulatory processes.
8. **Entrepreneurship** – Design & develop a healthcare scenario using entrepreneurial skills and behaviors to manage a health services organization in the functional areas of, human resource, marketing, finance, legal practice, and leadership.
9. **Research** – Given an article about research findings in the field of Healthcare management from a scholarly journal, identify the research methods used and the findings of the article.
10. **Communication** – Present information, orally and in writing, that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the healthcare industry.
11. **Application** – Apply critical thinking skills and knowledge to a management issue in a HC or related organization.
12. **Interpersonal Effectiveness** - Demonstrate positive relationship skills, including effective communication skills, respect for others, and awareness of the impact of their actions on others.

Course Objectives:

1. Differentiate between organizational theory, organizational development, and human resources management. (Program Outcomes: 1, 2.2.1, 11)
2. Explain why the change in US demographics affects health care services and assess how these issues can affect the patient/provider relationship. (Program Outcomes: 2.2.2, 4.2, 7.2, 8, 10, 11, 12)
3. Analyze the implementation and usage of current quality management strategies within healthcare organizations. (Program Outcomes: 2.3, 4.2, 7.1)
4. Given a health care organization, summarize how information is communicated, the types of barriers that occur with communication, and recommend a plan to overcome those barriers. (Program Outcomes: 2.2.1, 2.2.2, 3, 8, 10, 11, 12)
5. Identify the types of feedback and assess the importance of feedback related to communication in the organization. (Program Outcomes: 2.2.1, 2.2.2, 3, 8, 12)

6. Analyze the importance of cross cultural communication in today's health care setting. (Program Outcomes: 2.2.2, 2.3, 7.2, 8, 10, 11, 12)
7. Compare and contrast the organizational theories and behavioral studies and apply this information to a healthcare organization. (Program Outcomes: 2.2.1, 2.2.2, 3, 9, 10, 11, 12)
8. Compare and contrast the contingency theories of leadership and assess which theory is most effective for managers. (Program Outcomes: 2.2.1, 2.2.2, 3)
9. Compare and contrast Transactional and Transformational leadership. (Program Outcomes: 2.2.1, 2.2.2, 3)
10. Given a case study, identify the types of intrapersonal and intergroup conflicts that are being presented and apply the five conflict handling modes to these conflicts. (Program Outcomes: 2.2.1, 2.2.2, 3)
11. Examine the basic conflicts, evaluate the conflict handling modes, and apply the major negotiation models to specific cases. (Program Outcomes: 2.2.1, 2.2.2)
12. Summarize why people join groups, assess the dynamics that encourage longevity with groups, and explain what determines group norms. (Program Outcome: 2.2.1)
13. Summarize the common characteristics of successful teams and identify potential barriers. (Program Outcomes: 2.2.1, 3, 12)
14. Analyze the processes of implementing change and how to overcome barriers to the change. (Program Outcomes: 2.2.2, 2.3, 3, 7.1, 11, 12)

Assignment Table:

	Topics	Readings	Assignments
1	<ul style="list-style-type: none"> ▪ History of Organization Behavior ▪ Organization Design ▪ Organizational Theory 	Chapter 1	
2	<ul style="list-style-type: none"> ▪ Human Resource Policies ▪ Diversity Management ▪ Quality Management Strategies 	Chapter 2	
3	<ul style="list-style-type: none"> ▪ Communication ▪ Training Management 	Chapter 4	
4	<ul style="list-style-type: none"> ▪ Application of Management Theory ▪ Motivational Theories ▪ Behavioral Science related to Organizational 	Chapter 5 Chapter 6	

	Behavior		
5	Leadership Theories	Chapter 7 Chapter 8 Chapter 9 Chapter 10	
6	<ul style="list-style-type: none"> ▪ Conflict Management ▪ Dispute Resolution Techniques ▪ Conceptual Models 	Chapter 3 Chapter 12	
7	<ul style="list-style-type: none"> ▪ Group Dynamics and Teams ▪ Inter-organizational Networks 	Chapter 13 Chapter 14 Chapter 15	
8	Change Management & Innovation	Chapter 16 Chapter 17	

Grading Criteria

Grading Scale

A	100 – 93
A-	92 – 90
B+	89 – 88
B	87 – 83
B-	82 – 80
C+	79 – 78
C	77 - 73
C-	72 – 70
F	69 and below

Grading requirements

<i>Attendance/participation</i>	
<i>Class assignments</i>	
<i>Final paper</i>	
<i>Optional</i>	
<i>Optional</i>	
	100%

Library

Library Resources: Argosy University’s core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>. All resources in Argosy University’s online collection are available through the Internet. The library will provide students with links, user IDs, and passwords. A detailed list of online resources is located at <http://library.argosy.edu/libweb/resources/>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.