

University of Florida  
Department of Health Services Research, Management and Policy  
College of Public Health and Health Professions

## **HSA 6119: Introduction to Management of Health Services Organizations**

Syllabus, Fall 2006

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Office Hours:

Wednesdays 8:30-9:30am

Thursdays 9:00-10:00am

Please email me to make an appointment.

Course Meets:

Wednesdays 10:40-11:30 (Room 1-102)

Thursdays 11:45-1:40 (Room 1-102)

### **Overview**

Health Services Management will provide students with the knowledge and skills needed to understand and effectively manage individuals and groups within health services organizations. This course will draw upon perspectives from organizational theory and organizational behavior to examine management and leadership topics within the unique context of health services organizations.

### **Learning Objectives:**

Upon completion of the course, students should be able to:

- Demonstrate the variety and complexity of the manager's role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.
- Describe the nature of professional work and the unique attributes of managing professional organizations.
- Effectively manage the complexities of interdepartmental and interorganizational relations in and among health services organizations.
- Demonstrate sensitivity and understanding of varied cultural, ethnic, socioeconomic backgrounds of individuals and groups.
- Diagnose and improve the communication and coordination challenges facing a health services organization.

- Develop management strategies that take into account the power and influence of different professional groups.
- Recognize and effectively deal with planned and unplanned change in organizations.
- Describe various perspectives on and dimensions of leadership and be able to diagnose what leadership styles may be most effective given particular situations and circumstances.
- Be more familiar with their own behavior style and its implications for effective performance as health services executives.

### **Required Materials:**

1. Borkowski, N. 2005. *Organizational Behavior in Health Care*. Jones and Bartlett Publishers: Sudbury, MA.
2. Kovner, A.R. and Neuhauser, D. (eds). 2004. *Health Services Management: Readings, Cases, and Commentary*. Eighth Edition. Health Administration Press: Chicago, IL.
3. Other readings as indicated on Web CT/Vista

### **Recommended Materials:**

1. Current articles in the Wall Street Journal, The New York Times, or the newspaper of your choice, Modern Healthcare, etc.

### **Course Requirements:**

#### ***Class Participation (20%)***

Students are expected to attend every class meeting. In addition to attending, students are expected to read all assigned readings prior to class and be prepared for class discussion. Each member of the course has some experience in organizations and this personal experience will help enrich discussions. In addition, bringing the theoretical concepts from the course to bear on real organizational problems is a central goal of the course. Therefore, the willingness of all members to participate in class discussions, ask questions, and bring relevant issues to class will be critical for successful completion of this course. Students will be evaluated on both the quantity and quality of their participation in class discussions, exercises, and case study analyses.

#### ***Case Studies (20%)***

We will discuss cases almost every day. In addition, four larger cases will be assigned throughout the course. Students are responsible for 2-page case write-ups on each case (individual work – 10% total). In addition, students are assigned to groups and will make one case presentation during the semester (group work/group grade – 10%). For the case presentation, students will lead the class in a discussion of the case, including working with the case and any relevant course material. Each case will be distributed in class two weeks before it is due. Write-ups are due at the start of class on the due date (hard copies only). *Late papers and email submissions will not be accepted.*

#### ***Written Assignments (30%)***

Students will complete three short papers (5 pages, 10% each). Please see the attached list of paper topics and due dates. You are expected to read relevant course material and apply the material to your own experiences when writing these papers. All papers must be turned in at the start of class on the due date (hard copies only). *Late papers or email submissions will not be accepted.*

***Final Exam (30%)***

A final examination will be given during exam week.

Dates and Order of Topics (see Web CT for more details):

<b>Day</b>	<b>Date</b>	<b>Topic</b>
W	23-Aug	<b>Course Logistics</b>
<b>I Health Services Organizations</b>		
Thur	24-Aug	1 Health Services Organizations
W	30-Aug	2 The Manager's Role
<b>II Managing Individuals</b>		
Th	31-Aug	3 Perception, Attitudes
W	6-Sep	4 Diversity
Th	7-Sep	5 Motivation
W	13-Sep	6 Leadership
Th	14-Sep	7 Stress in the Workplace
W	20-Sep	8 Decision Making
Th	21-Sep	9 Conflict and Negotiation
W	27-Sep	<b>Case Presentation 1</b>
Th	28-Sep	Leadership Exercise
<b>III Managing Groups</b>		
W	4-Oct	10 Groups and Teams
Th	5-Oct	More Groups and Teams
W	11-Oct	11 Work Design
Th	12-Oct	12 Coordination
W	18-Oct	13 Communication
Th	19-Oct	14 Professional Integration
W	25-Oct	<b>Case Presentation 2</b>
Th	26-Oct	15 Power and Politics
<b>IV Managing Organizations</b>		
W	1-Nov	16 Organizational Design
Th	2-Nov	17 Culture
W	8-Nov	<b>Case Presentation 3</b>
<b>V The Evolving Organization</b>		
Thur	9-Nov	18 Change
W	15-Nov	No Class - FHA Meeting in Orlando
Thur	16-Nov	More Change
W	22-Nov	No Class - Happy Thanksgiving
W	29-Nov	<b>Case Presentation 4</b>
Thur	30-Nov	19 Performance
W	6-Dec	20 Strategy and the Future
TBD	13-Dec	<b>FINAL EXAM THIS WEEK</b>

## **Operating Assumptions/Premises for this Course**

### **General Assumptions**

Someone who does not understand the “workings” of an automobile engine would have little success in repairing it or improving its performance. Similarly, to manage an organization (or organizational component); you must have a thorough understanding of organizational structure and functioning. This course will provide tools and approaches for assessing organizational problems and designing ways to solve problems and improve organizational performance.

You will become a more effective health services manager, leader, or consultant if you have a thorough understanding of the unique features of the health services system and health services organizations.

I will be available to meet with you to answer any questions you may have throughout the semester (please try e-mail, phone, or in-person).

### **Attendance and Make-up Work**

I expect you to attend and be prepared to participate in all class sessions. Personal issues with respect to class attendance or fulfillment of course requirements will be handled on an individual basis. You will not obtain a good grade in this course if you do not attend and actively participate in class discussions.

### **Students with Disabilities**

Students requesting classroom accommodation must first register with the Dean of Students Office, which will provide documentation to the student. The student should then provide this documentation to me.

### **Academic Integrity**

I expect that you will act in accordance with the University of Florida policy on academic integrity (see [www.dso.ufl.edu/judicial/procedures/academicguide.php](http://www.dso.ufl.edu/judicial/procedures/academicguide.php)). ***Cheating or plagiarism in any form is unacceptable and inexcusable behavior.***

*We, the members of the University of Florida community,  
pledge to hold ourselves and our peers to the  
highest standards of honesty and integrity.*

## Details on Written Assignments

The purpose of the written assignments is to give you the opportunity to integrate and apply course concepts in a thoughtful, reflective way. You should refer to course materials and readings, but you do not need to include a list of references. Be sure to answer all of the questions/issues in the assignments below.

*All written assignments must be clearly written and professionally presented.* The maximum length is 5 pages (double-spaced, 1-inch margins, minimum font of 10). I am very interested in your ability to present a clear, concise, and professionally presented analysis and discussion of the topics.

***Paper 1 (due September 7):***

What motivates you?

***Paper 2 (due October 4):***

Describe a group or team that you participate in at work or in another setting. What do you think are the strengths, weaknesses, and challenges of this group or team? If you could change anything, how would you improve the functioning and performance of this group?

***Paper 3 (due Nov. 9)***

Describe a situation when you faced change at work or in your personal life? How did you and/or others resist the change? How might you encourage, facilitate, or manage a similar change in the future?

## **Some Information about Case Analyses**

### **Purpose of Case Studies**

Case studies are used in this course to give you an opportunity to apply the concepts learned in class. The cases are health care-specific and represent situations that you may someday face in your career as a health care executive. In addition, the group project case provides the “real-world” experience of working in a group to successfully determine solutions to complex problems.

One important fact to keep in mind as you prepare a case is that there is no one right answer. Some approaches may work better than others, but there are multiple ways to arrive at a solution to a problem. The critical issue in presenting your findings during class is to be able to make a cogent argument for the approach you suggest.

A secondary, but still important, purpose of these case analyses is to provide an opportunity for you and your group to present analyses as if you were consultants communicating your findings and recommendations to senior management of the organization in the case study. Both the content and format of the presentation will be evaluated.

### **How to Prepare for Writing and Presenting a Case**

Here are some suggested steps to take as you prepare each case.

1. Read the case just to get an overall idea about the setting, topic, and problem.
2. Re-read the case and pull out important facts that may be used to help analyze possible courses of action.
3. Identify the major problems in terms of importance.
4. Develop criteria for judging a proposed course of action for the problem.
5. Identify alternative courses of action, including constraints on the alternatives. You should identify the assumptions you made about the problem and about implementing the alternatives.
6. Select a preferred course of action and defend it, based upon the criteria you developed.

It may be useful, when assigned a role in the case, to first make assumptions about the priorities of the constituencies represented (or the clients who have hired you). In other words, what would they like to gain in the situation at hand?

The cases are intended to give your group the opportunity to apply the concepts most recently covered in class. Feel free, however, to use any of the concepts covered to date as well.

## **Group Presentation Evaluation**

Each group will be assigned a grade for the group presentation. The following criteria will be used to evaluate the case presentations.

- ***Logical coherence.*** How well does the solution fit the problem? Do alternatives follow from assumptions made about the problem and the situation? Does the solution make sense?
- ***Application of course concepts.*** Does the analysis incorporate theoretical concepts from the course? Are these concepts applied appropriately?
- ***Thoroughness of analyses.*** Has the group considered all relevant facts in the cases? Are assumptions explicit? Has the group considered more than one alternative? How well is the recommended solution defended with facts and concepts?
- ***Responses to questions.*** How do group members respond to questions during the presentation?
- ***Clarity of presentation.*** Can the audience follow the presentation? Are materials clear? Do presenters speak clearly and slowly?

Group members will be given written evaluations following the case presentations.

## **Individual Member Participation**

Each student is required to complete a peer evaluation form. This evaluation must be given to Dr. Lemak no later than 3 days after the group presentation in class. Active and helpful participation in the case group presentation is an integral part of your class participation in this course. The results of the peer evaluations will be considered in the determination of individual class participation grades.

## **Written Case Write-Ups**

The case write-ups can be no more than two pages long (double-spaced, 1-inch margins, minimum 10 point font). ***You do not need to summarize the facts of the case!*** You should make some recommendation about a course of action and support that recommendation in a clear and concise fashion. Excellent case write-ups will (1) give a brief description of the problem, (2) apply course concepts, (3) make a clear recommendation that is well-supported, and (4) be clearly written and professionally presented.

# Health Services Management Case Group Peer Evaluation Form

*Confidential*

**CASE GROUP**

**YOUR NAME**

\_\_\_\_\_

\_\_\_\_\_

	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>
<b>Group Members (list by name)</b>	<b>Commitment to Team Excellence</b>	<b>Originality and Initiative</b>	<b>Dependability</b>	<b>Overall Contribution (Rank)</b>

**INSTRUCTIONS:** Grade each group member (including yourself) on attributes I through III using letter grades A through F. For attribute IV, rank each member (including yourself), with #1 being the person who made the most important contribution to the group project. You may provide additional comments on the back of this page.

**DEFINITIONS**

- I. Commitment to Team Excellence - cooperativeness; receptiveness to criticisms or suggestions; ability to work with others.
- II. Originality and Initiative- creative ability; imagination; soundness of ideas.
- III. Dependability - ability to get results; reliability; promptness; attendance.
- IV. Overall Contribution - overall contribution to the group's project.

**This form must be completed and returned to Dr. Lemak no later than 3 days after your presentation in class.**



**Health Services Management 2006**  
**Student Information Sheet**

Name: \_\_\_\_\_

Graduate Program: \_\_\_\_\_

Undergraduate/other degrees (in what, from where):

Please list any previous course work you have taken that relates to this course (e.g. organizational psychology, medical sociology, management, leadership, other).

Briefly describe your work experience (full and part time, health care and non-health care). Be sure to indicate whether you have ever been a manager or supervisor.

Leadership Roles. Briefly describe your experience(s) as a leader of an organization or group.

Anything else I should know about you regarding this semester?