



EAST TENNESSEE STATE
UNIVERSITY

College of Clinical and Rehabilitative Health Sciences

Department of Allied Health Sciences

ALHE 5300
Administration at the Department Level

Credit Hours

3 credits

Course Description

This course examines the function of administrators in health care and academic environments. Topics include a discussion of the roles and responsibilities, recruitment, retention, productivity, staff development, and strategic planning for administrators. Case studies will be incorporated into class discussion when appropriate.

Course Goals

To prepare allied health practitioners to:

1. Analyze, interpret, and respond to the major factors influencing health and healthcare policy.
2. Have an understanding of administration/management skills.
3. Function as educators and/or leaders in academic, clinical, or community settings.
4. Be critical thinkers able to analyze concepts, principles, research, clinical findings, technologies, and outcomes and apply them to the professional practice.

Course Objectives

At completion of this course, the student will be able to:

- Describe the organizational change process and the manager's role in that process.
- Discuss the classic management functions in allied health care.
- Describe the process of strategic planning.
- Discuss the fundamental concepts of organizational structure and decision making.
- Describe the current issues and trends in recruitment and retention of allied health professionals.
- Enumerate the steps in the budget cycle.
- Acknowledge the importance of staff development and training.
- Differentiate among the terms power, influence, and authority.
- Outline the function of human resources and how they relate to department administration.

- Examine the components of individual and small-group communication.
- Discuss the current healthcare management workforce and perspectives from healthcare managers.

Major Topics

- Organizational adaptation and survival.
- Organizational planning, decision-making, recruitment, and retention methods.
- Budgetary issues in healthcare.
- Department committees and teamwork.
- Conflict management.
- Staff development and training.
- Leadership issues in departmental management.
- Human resource management for allied health care professionals.
- Communication skills and their impact on department effectiveness.
- Career opportunities in health care management.

Course Requirements

Textbooks and Readings

- Liebler, J. G., & McConnell, C.R. (2017). *Management principles for health professionals* (7th ed.). Burlington, MA: Jones and Bartlett Learning. ISBN# 978-1-284-08132-9

Supplemental Texts:

- Buchbinder, S.B., & Thompson, J.M. (2010). *Career opportunities in health care management: Perspectives from the field*. Sudbury, MA: Jones and Bartlett. ISBN# 13-978-0-7637-5964-3
- Publication Manual of the American Psychological Association (6th ed.).
- Website, APA Style Central <http://apastylecentral.apa.org/>

Technical Requirements

- All students are required to have access to a live Internet connection. For minimum acceptable performance Desire 2 Learn recommends at least a 56K modem connection, although it can be accessed with slower connections.
- All students are required to have access to a monitor capable of at least 800x600 resolution. For best performance, access Desire 2 Learn at 1024x768 resolution or higher. Desire 2 Learn can be accessed at lower resolutions (such as 640x480), although at low resolutions scroll bars may interfere with the interface.
- There are no minimum hardware requirements for Desire 2 Learn. Since Desire 2 Learn does require a 5.0 browser or better, refer to the minimum hardware requirements for your browser.
- Student will upload work in the D2L Dropbox and must work in MS Word (doc or docx), portable document format (pdf), or rich text file (rtf) prior to submitting documents.

Course Policies and Expectations

Classroom and Communication Policies

Course Ground Rules:

The student is expected to:

- Learn how to navigate the Desire 2 Learn system.
- Participate during class.
- Keep abreast of course announcements.
- Check the course home page frequently for announcements.
- Contact the instructor if unclear about assignment expectations.
- Address technical problems immediately.
- Keep abreast of weekly assignments and deadlines.
- Complete all assigned readings and assignments.
- Check the course content and schedule for the due dates of assignments.
- Since life situations occur, students are required to contact the instructor for assignment extensions. If extension has not been pre-approved, no late assignments will be accepted or graded.

Email Communication:

- Use the assigned college or university e-mail address as opposed to a personal e-mail address.
- Always include a subject line.
- Without facial expressions some comments in e-mail may be misinterpreted. Be careful in wording emails. Use of emoticons might be helpful in some cases.
- Use standard fonts.
- Do not send large attachments without permission.
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless absolutely necessary to complete an assignment or other communication.
- Respect the privacy of other class members.

Changes to Syllabus

The instructor reserves the right to make changes as necessary to the syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes verbally during class and in writing by updating the course schedule on the course content page.

Assignments and Submission Guidelines

1. Participate in six discussion boards
2. Identify an opportunity for change and impact of this change
3. Develop a strategic plan
4. Develop an organizational chart
5. Develop a job (position) description
6. Develop a recruitment and retention plan
7. Perform a SWOT analysis
8. Complete a conflict management profile
9. Develop a powerpoint presentation
10. Complete a peer review of a presentation
11. Develop a change management plan
12. Course reflection paper

Testing Policy

All course requirements are submitted online in the dropbox or as an e-mail attachment.

Late and Missing Submission Policy

Assignments are due on the date noted in the schedule. Assignments not submitted by the date noted in the schedule are not eligible for full points regardless of the quality of the work. Late submissions will result in a 1-point deduction per day.

Grading Policy

Grading Procedure:

Grade Item	Points
1. Discussion Boards (5 points each)	30

2. Opportunity for Change	10
3. Strategic Plan	10
4. Organizational Chart	5
5. Job (position) description	10
6. Recruitment and retention plan	15
7. Conflict Management Profile	10
8. SWOT analysis	10
9. Powerpoint Presentation	30
10. Peer Review of Presentation	5
11. Change management plan	10
12. Course Reflection Paper	5
Total	150 points

Grading Scale:

95 – 100 A
 92 - 94 A-
 89 – 91 B+
 85 – 88 B
 82 – 84 B-
 79 – 81 C+
 75 – 78 C
 < 75 F

Assignments and Projects

(1) **Participation/Discussion Boards:** All students are expected to actively participate in online class discussions. Each discussion question posted will be assigned a date by which the student must respond. Students will be required to lead the discussion board. If a student is unable to fulfill this requirement for any reason, he/she should notify the instructor prior to the class and make alternative arrangements. The aim is to encourage interaction among students and faculty, not simply to present information. **Students are required to respond to all discussion questions.** Student responses to discussion questions must be substantive, that is, thoughtful and analytical. Because the Desire 2 Learn system has its own way of formatting material posted on the discussion feature, the student will not be expected to strictly follow APA guidelines for online submissions. However, the student is held to academic standards of writing style and the use of proper grammar, punctuation, and spelling. Postings of “thanks” and “I agree” will not be counted as active participation. **Students are required to have their first post by 5:00 p.m. Monday of each week and the final post is due 5:00 p.m. on Friday of the same week.** There will be **NO** weekend discussion boards. Weekends are set aside to prepare for the following week and complete written assignments.

(2) **Opportunity for Change:** Students will submit a critique of their place of employment and identify an issue in need of change. Using the textbook identify the roots of resistance, primary causes of resistance, and impact of this change on the organization and employees. Papers should be 2-3 pages, double spaced in length, 12 font, with 1” margins, and **utilizing APA guidelines.** The information presented must show a relationship with the topics covered in class and the text to receive full credit.

(3) **Strategic Plan:** Students will follow the format in the textbook and develop a strategic plan for their workplace based on issues discussed. The strategic plan should contain material from our readings. **This must be original work.**

(4. & 5) **Organizational Chart and Job (position) Description:** Students will develop an organizational chart for their professional department and the overall facility, hospital, out-patient center, etc. Take one position on the organizational chart and develop a job description following the format in the textbook. **This must be original work.**

(6) **Recruitment and Retention Plan:** Students will develop a recruitment plan to attract quality employees and a retention plan to motivate and retain employees. Use material from our textbook readings, outside sources and discussions. **This must be original work.**

(7) **Conflict Management/Communication Profile:** Students will identify an issue of conflict and develop a communication plan to manage the conflict. Use material from our textbook, outside sources and discussions. **This must be original work.**

(8) **SWOT Analysis:** Students will develop an assessment of strengths, weaknesses, threats, and opportunities for their place of employment or professional discipline. Use material from our textbook, outside sources and discussions. **This must be original work.**

(9) **Powerpoint Presentation:** Students will be required to submit a powerpoint presentation reviewing current issues, trends, or practices for a selected topic area in this course. Presentations should be 15 slides in length utilizing APA guidelines. Charts, graphs, or tables are highly recommended. You will be required to present your material orally, therefore a microphone and headset will be a requirement for this assignment. A minimum of five references are required and should be included in the final slide (slide 16). This slide is **not** counted toward the 15 slide requirement. Each student will post their presentation to the class discussion board where peers will create meaningful dialog.

(10) **Peer Review of Powerpoint Presentation:** Students will be assigned partners and prepare a peer review of one presentation for both delivery and content.

(11.) **Change management plan:** Students will refer back to assignment #2 – Opportunity for Change and submit a 1-2 page management plan using material from our textbook and discussions. The goal is to have an applicable plan to solve a real world employment/work issue.

(12) **Course evaluations:** Students will submit a 1 page reflection of the course and the assignments. This reflection is designed to evaluate the course.

Punctuality

Students are expected to:

- Check the course content for the due dates of assignments.
- Check the course home page frequently for announcements.
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Course Ground Rules

The student is expected to:

- Learn how to navigate the Desire2Learn system.
- Participate by responding to all discussion questions.
- Keep abreast of course announcement.
- Use the assigned college or university e-mail address as opposed to a personal e-mail address.
- Contact the instructor if unclear about assignment expectations.
- Address technical problems immediately.

Guidelines for Communications

Email:

- Always include a subject line.
- Remember without facial expressions some comments may taken the wrong way.
- Be careful in wording your emails. Use of emotions might be helpful in some cases.
- Use standard fonts.
- Do not send large attachments without permission.
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless absolutely necessary to complete an assignment or other communication.
- Respect the privacy of other class members.
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Library

The East Tennessee State University Library is available to all students enrolled in the program. Links to library materials (such as electronic journals, databases, interlibrary loans, digital reserves, dictionaries, encyclopedias, maps, and other librarian support) and Internet resources needed by learners to complete online assignments and as background reading must be included in all courses.

The link to Sherrod Library is www.etsu.edu/etsu/libraries.asp.

Additional information is available at <http://libguides.etsu.edu/allied>

Distance Education Librarian:

Joanna M. Anderson, MLIS

Assistant Professor

Distance Education Librarian

East Tennessee State University

Phone: 423-439-4714

Email: andersonjm@etsu.edu

Text: 423-218-9398

Student Services and Technical Resources

Student Services

The [ETSU Services webpage](#) includes a comprehensive list of services available to all ETSU students.

Academic Accommodations for Students with Disabilities

It is the policy of ETSU to accommodate students with disabilities, pursuant to federal law, state law and the University's commitment to equal educational access. Any student with a disability who needs accommodations, for example arrangement for examinations or seating placement, should inform the instructor at the beginning of the course. Faculty accommodation forms are provided to students through Disability Services in the D.P. Culp Center, Room 326, telephone 423-439-8346.

[Visit the Disability Services webpage for more information.](#)

Technical Resources

Help Desk

The Information Technology Services (ITS) Help Desk is the best resource for most technical problems. Find answers to common questions on the [Help Desk website](#), call, email, or stop in to see them on the first floor of the Sherrod Library. Phone: 423-439-4648 Email: itshelp@etsu.edu

Desire2Learn (D2L) Online Help

Many answers to D2L related questions can be found on the [D2L Help Student Home](#). If you are still having trouble finding what you need, contact the Help Desk.

Microsoft Office Software

Microsoft Office productivity applications, including Word, PowerPoint, Excel, OneNote, and more, are available free for students through the University's Office 365 campus agreement. For instructions on how to obtain the software, see the [Office 365 page of the ITS Help Desk website](#).

Turnitin Plagiarism Detection

Turnitin is a plagiarism detection service available to students and faculty at ETSU. This tool compares student written work against a comprehensive database of other work as well as various internet sources. Faculty may employ this service for some or all written assignments, in order to help students learn to cite sources accurately and to ensure academic integrity. Learn more on the [Turnitin home page](#).

ETSU Technical Resources

Many other technical resources can be found on the [Online Help webpage](#).

University Information

Syllabus Attachment

The [ETSU syllabus attachment](#) includes important material such as permits and overrides, advisement, hours, dates and other ETSU information.

ETSU Catalogs

[Current Undergraduate Catalog](#)

[Current Graduate Catalog](#)

Academic Honesty

Students are expected to maintain standards of professionalism in regard to their academic conduct. Students who copy from others, allow others to copy their work, and/or present another's work as their own may face charges of academic misconduct, which will be reported to the Department of Allied Health Sciences Committee on Professional Standards and Academic Misconduct. This does not mean that students must always work independently on course assignments; in fact, students are encouraged to share ideas and help clarify interpretations for each other when a testing situation is not in progress. It is the verbatim or very close duplication of another's work that must be regarded with question or approaching an assignment as a group project when indeed it is not a group project. Anti-plagiarism software will be applied to all writing assignments. Students who have questions regarding this issue should contact me immediately.

Any student found cheating on an exam or assignment will receive a grade of "0" for that assignment.

How to submit assignments

You will be posting much of your work in the dropbox. For some assignments you will be sending them to me as e-mail attachments. Please name your files in the following manner: Your Last name First initial and assignment title. Example: VerhovsekEdigital. Files not named correctly will not be opened and thus, not graded. Also, you must work in Word or save your file in html prior to submitting.

ALHE 5300 Administration at the Department Level

SPRING SEMESTER 2019

WEEK	DATE	TOPIC(S)	READINGS	ASSIGNMENTS
1	January 14 - 20	- Introduction to the course and classmates -The Dynamic Environment of Health Care -The Challenge of Change	Chapters 1 and 2 in Management Principles for Health Professionals	Discussion Board #1 – Introductions – due January 21 st at 5:00 p.m.
2	January 21 – 27	-Organizational Adaptation and Survival - Leadership and the Manager	Chapters 3 and 4 in Management Principles for Health Professionals	Opportunity for Change – due January 28 th at 5:00 p.m.

3	January 28 - February 3	-Planning and Decision Making	Chapter 5 in Management Principles for Health Professionals	Discussion Board #2 – first post due January 28 th at 5:00 Strategic Plan – due February 4 th at 5:00 p.m.
4	February 4 - 10	-Organizing and Staffing	Chapter 6 in Management Principles for Health Professionals	Organizational Chart and Job (position) Description – due February 11 th at 5:00 p.m.
5	February 11-17	-Committees and Teams	Chapter 7 in Management Principles for Health Professionals	Discussion Board #3 – first post due February 11 th at 5:00
6	February 18 - 24	-Budget Planning and Implementation	Chapter 8 in Management Principles for Health Professionals	Discussion Board #4 – first post due February 18 th at 5:00 p.m.
7	February 25 - March 3	-Training and Development: The Backbone of Motivation and Retention	Chapter 9 in Management Principles for Health Professionals	Recruitment and Retention Plan – due March 4 th at 5:00 p.m.
8	March 4 - 10	-Adaptation, Motivation and Conflict Management	Chapter 10 in Management Principles for Health Professionals	Conflict Management Profile – due March 11 th at 5:00 p.m.
9	March 11 - 17	SPRING BREAK	No readings assigned	No assignments
10	March 18 - 24	-Communication: The Glue that Binds Us Together	Chapter 11 in Management Principles for Health Professionals	Discussion Board #5 – first post due March 18 th at 5:00

11	March 25 - 31	-The Middle Manager and Documentation of Critical Management Processes	Chapter 12 in Management Principles for Health Professionals	SWOT Analysis – due April 1 st at 5:00 p.m. Submit topic for Powerpoint for approval Presentation
12	April 1 - 7	-Improving Performance and Controlling the Critical Cycle	Chapter 13 in Management Principles for Health Professionals	Powerpoint Presentation – due to be posted on discussion board April 8 th at 5:00 p.m.
13	April 8 - 14	-Human Resources Management: A Line Manager’s Perspective	Chapter 14 in Management Principles for Health Professionals	Discussion Board #6 – discuss presentations throughout the week Peer Review of Presentations – due April 15 th at 5:00 p.m.
14	April 15 - 21	-Day-To-Day Management for the Health Professional-as-Manager	Chapter 15 in Management Principles for Health Professionals	Change Management Plan – due April 22 nd at 5:00 p.m.
15	April 22 - 28	Review topics covered throughout the semester	Chapters 1 – 15 in Management Principles for Health Professionals	Course Reflection Paper – due April 29 th at 5:00 p.m.

***All assignments are due Mondays no later than 5:00 p.m. and the first discussion board posts are due Mondays no later than 5:00 p.m. The discussion board closes on Friday at 5:00 p.m. All times listed are Eastern Standard time.**

Please note: No late assignments will be accepted or graded.

BIBLIOGRAPHY

Allen, M.J. (2004). *Assessing academic programs in higher education* (1st ed). Bolton, MA: Anker Publishing.

Ginter, P.M., Swayne, L.E., & Duncan, W.J. (2002). *Strategic management of health care organizations* (4th ed). Bolton, MA: Anker Publishing.

Hein, E.C. (1998). *Contemporary leadership behavior*. (5th ed.). Philadelphia: Lippincott-Raven Publishers.

Higgerson, M.J. (1996). *Communication skills for department chairs* (1st ed). Bolton, MA.: Anker Publishing.

Leaming, D.R. (1998). *Academic leadership: A practical guide to chairing the department*. (1st ed). Bolton, MA.: Anker Publishing.

Ross, A., Wenzel, F.J. & Mitlyng, J.W. (2001). *Leadership for the Future: Core Competencies in Healthcare*. (1st ed). Chicago: Health Administration Press.

Shortell, S.M. & Kaluzny, A.D. (2000). *Health care management: Organization design and behavior*. (4th ed). Albany: Delmar Publishers Inc.

Wolper, L.F. (2003). *Health care administration: Planning, implementing, and managing organized delivery systems*. (1st ed). Boston: Jones & Bartlett Publishers.

Developed 1/19 and SUBJECT TO CHANGE AT THE DISCRETION OF THE FACULTY