

**Division of Health Services Administration  
Graduate School of Public Health  
San Diego State University  
San Diego, California**

**Public Health 644B  
Health Services Organization Behavior and Management**

**Fall 2006**

August 29, 2006

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## **LOGISTICS**

### **Instructor**

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### **Office Hours**

By appointment

### **Credit**

3 semester hours

### **Class Time**

8:00 a.m. – 5:30 p.m.

### **Class Location \ Field Trips**

Be alert to changes of classroom location. Each student is responsible for determining the classroom location for each session.

The instructor and guest lecturers are dedicated to providing an extraordinary learning opportunity, which you will experience to the extent of

your effort and participation. Students are encouraged to communicate with the instructor on any questions, concerns, or issues. Students are also encouraged to utilize email for routine communications.

### **Introduction**

This is the second in a four-course “organization and management” sequence offered by the Division of Health Services Administration. Other courses in this sequence include: PH 644A, Health Service Organization Structure and Functioning (required); PH 748, Competitive Strategies and Tactics in Health Services Delivery (required); and PH 743, Organization/Management of Hospitals and Health Systems (elective).

This course focuses upon the performance of managerial roles in health service organizations. The subject matter is drawn primarily from the discipline of organization behavior.

### **Program Objectives**

This course will assist in acquiring the following educational objectives as specified in the Division of Health Services Administration's statement of Mission, Goals, and Objectives:

2.3 Upon graduation, students will possess foundational leadership, interpersonal and communication skills to effectively manage human resources and health care professionals in diverse organizational settings [ACHESA curriculum content criterion II.B.3].

key disciplinary domains:

behavioral sciences (psychology, sociology, social psychology, anthropology),

organization behavior, human resources management

primary course(s): PH 644B, PH 650, PH 750

supportive course(s): PH 641, PH 743 (elective), PH 744 (elective),  
PH 650, PH 750

2.3.1 Understand the role of the manager in healthcare organizations; particularly its interpersonal, informational, decisional, ethical and conflict resolution components.

2.3.2 Understand the factors that effect human motivation and performance in healthcare organizations.

2.3.3 Understand and be able to employ the concepts/tools of organization behavior to assess and enhance the performance of human resources in healthcare organizations; particularly skills associated with leadership, interpersonal relationships, communication, group processes, decision making and conflict resolution.

2.3.4 Understand the distinctive attributes and challenges associated with managing professionals.

2.3.5 Have clarified one's personal management philosophy /value structure.

2.3.6 Understand the structure and functioning of the human resource management system in healthcare organizations.

2.9 Upon graduation, students will possess foundational competencies associated with understanding and managing the process of change in healthcare organizations [ACHESA curriculum content criterion II.B.9].

key disciplinary domains:

organization theory, management theory, systems theory

primary course(s): PH 644A, PH 644B

supportive course(s): PH 641, PH 650, PH 750

2.9.1 Understand why and how systems change.

2.9.2 Understand the process of revolutionary and evolutionary change in all types of systems, particularly healthcare organizations.

2.9.3 Understand and be able to diagnose/analyze impediments to

change in organizations and individuals.

2.9.4 Be able to employ the concepts/tools of systems, organization, and management theory to effectively and efficiently facilitate change in organizations, groups and individuals.

### **Prerequisites**

As prerequisites for enrolling in this course you, are expected to:

- Understand the structure and functioning of the U.S. health care industry, as demonstrated by successful completion of PH 641.
- Be familiar with the key concepts in the disciplines of systems thinking and organization theory, particularly as they apply to firms that finance and/or provide health care services, as demonstrated by successful completion of PH 644A.

These prerequisites are waived for MBA students enrolled in the Health Services Administration concentration in the School of Business. Prerequisites may be waived for other students with permission of the instructor].

### **Expectations**

Clear expectations are essential to creating and maintaining a growing learning environment. Some of the more important expectations for you to note are:

1. The instructor, guest lecturers, and students should expect to enjoy the course.
2. Students should expect to receive a smorgasbord of contemporary issues in health services management and organizational behavior.

3. Students should expect the instructor and guest lecturers to be interested in their learning in response to each student's efforts and participation.
4. Students are expected to attend all class sessions on a timely basis. Students will inform the instructor in advance of any planned absences. Students may be required to perform make up work for a missed class.
5. Students are expected to prepare for each class session, as appropriate, to enable active participation and contribution to class discussions and presentations.
6. Students are expected to provide timely feedback to the instructors on lecturers, process, and course content.
7. Students should expect feedback concerning their participation and fulfillment of course requirements.

### **Text**

The required text for the course is:

Management Principles for Health Professionals  
Joan Gratto Lielbler, Charles R. McConnell  
Publisher: Jones and Barlett, 4th Edition, 2004

[The text is on reserve in the main SDSU Library.]

### **Attendance Requirements**

An absence from any class session, other than for an emergency, without permission from the instructor, will result in the grade of "INC." No exceptions; no excuses.

Consult your calendar and resolve any date/time conflicts.

The instructor will be on time, and the student is required to be also. The instructor expects the student to be present and ready to begin work at 8:00 a.m. Promptness conveys respect for the valuable time of others and demonstrates professionalism.

### **Grading**

The student's grade for the course will be based on the following:

#### Participation – 25%

Factors will include: class attendance, resource submissions, promptness, quality of your participation in discussions.

Due Date: Continuous

#### Health Care Organization Mission, Vision, Values Statement (included in participation)

Each student will submit a "Mission, Vision, Values Statement" from a San Diego healthcare organization. In selected cases, students will be asked to present the statement to the class.

Due Date: Thursday, September 6, 2006

#### Personal Mission, Vision, Values Statement - 25%

Each student will submit a "Personal Statement of Mission, Vision, and Values." This assignment requires introspection, personal self-assessment, and effective expression. It will be evaluated on the effectiveness with which it reflects personal strengths and weaknesses, intuitive personal

goals, and command of the King's English.

Due Date: Thursday, October 5, 2006

Management Principle – 25%

Goal - During the last four full day sessions of the class, the goal is to due a complete review and discussion of the text. Chapters are presented in numerical sequence.

There will be a further discussion in class on organizing to meet this part of the course assignments. But in brief summary:

Each student will be assigned a Chapter in the text. The student is then to accomplish the following:

1. Make an oral presentation (including audio-visuals, pass outs, etc) of the chapter. Electronic distribution of audio-visual, pass outs, PowerPoint slides is encouraged.
2. Lead a facilitated class interaction (small group discussion, case study, etc.). There are a number of options for the facilitation, including guest lecturer, field trip, group exercise, individual exercise, etc. Additional information will be provided in class.
3. Each student will submit a brief written summary (less than 3 pages) of the student experience delivering the presentation and conducting the class facilitation.

It will also be possible for students to organize as a group to accomplish the same objectives.

Due Date: As assigned

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## **Class Schedule**

Session 0 – Tuesday, August 29, 2006 - 7:00 p.m. - 9:40 p.m.

Introduction  
Course Syllabus  
Class Organization and Procedural Issues  
Classroom location(s)  
Add Codes  
Waiver to Distribute email Addresses  
Waiver for SDSU Field Trips  
Student Contact Information  
Local Professional Events

Session 1 – Friday, September 8, 2006 [8:00 a.m. - 5:30 p.m.]

Learning Styles Inventory

The Changing Scene: Organization Adaptation and Survival  
Reading - Chapter 1

Today's Concept of Organizational Management  
Reading - Chapter 2

Mission, Vision, Values - Personal Statement

Escape Fire - Presentation and Discussion

Session 2 – Friday, September 22, 2006 [8:00 a.m. - 5:30 p.m.]

Student Presentations

Myers-Briggs Inventory

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Session 3 – Friday, October 6, 2006 [8:00 a.m. - 5:30 p.m.]

Student Presentations

Session 4 – Friday, October 17, 2006 [8:00 a.m. - 5:30 p.m.]

Student Presentations

Session 5 – Friday, November 17, 2006 [8:00 a.m. - 5:30 p.m.]

Student Presentations

SDSU Course Evaluation

Instructor Course Evaluation

### **Bibliography**

Escape Fire, Donald Berwick MD, Institute for Healthcare Improvement, [www.ihl.org](http://www.ihl.org), video, 1999.

“Personal Style Inventory,” Organization Design and Development, Inc., 1987.

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