

# **COURSE OUTLINE**

HEED 218

## **Organizational Management in Health Care**

3 Semester Hours

### **HOWARD COMMUNITY COLLEGE**

#### **Description**

This course offers an understanding of the skills needed for a new breed of clinically trained managers. Students learn about the health care environment, the classic definition of the manager's function (planning, organizing, decision making, staffing, and controlling), and practical skills for managing in the health care environment. An emphasis is placed on case studies, presentations, and other exercises to reinforce the classroom learning. Prerequisite: ENGL-101 or ENGL-121. (3 hours weekly)

#### **Overall Course Objectives**

Upon completion of the course, the student will be able to:

1. Describe the current health care environment, trace its evolution from the 1960s, and understand the concept of managed care;
2. Define management and the basic functions of management theory discussing the impact of each on the health care organization;
3. Describe the concept of Total Quality Management (TQM) and examine its influence on classical organizational theory.
4. List the steps required to create a budget, the steps in a budget cycle, and the various types of budgets, differentiating between traditional budgeting and the planning-programming-budgeting system (PPBS).
5. Compare and contrast: standing committees, ad hoc committees, plural executives, and task forces, listing the advantages, disadvantages, and limitations of committees, and identifying the roles and responsibilities of the committee chairperson;
6. Describe the common techniques used to integrate individuals into the organization, patterns of behavior through which employees show their attitude about the organization and employee motivation.
7. List methods a manager can use to motivate employees, define conflict and list methods a manager can employ to address conflict in the workplace, and define the role of a collective bargaining agreement in the healthcare setting.
8. Compare and contrast: power, authority, and influence and describe how they relate to the line manager in a healthcare setting;
9. Identify the styles of leadership and describe the mentoring process;
10. List the functions of human resources and describe the interface and responsibility of human resources and the line level manager.

11. Compare and contrast individual and small group communications, differentiating between informal and formal communications, and discussing barriers to effective communications;
12. Analyze the dual role of the health care manager, explore potential problems and barriers health care professionals are likely to encounter when they enter the line level management ranks.

### **Major Topics**

- Introduction to the Current Health Care Environment
- Organizational Management in Health Care
- The Management Process
- Recruiting and Retaining Quality Team Members
- Practical Considerations for Line Level Managers
  - Budgeting
  - Committees and Teams
  - Motivation Theory
  - Adaptation
  - Authority, Leadership, and Supervision
  - Human Resources Management
  - Communication

### **Course Requirements**

Specific assignments and procedures for evaluating student performance in the class (i.e., grading) will be described in the individual class syllabus, but will include the following:

- Students will individually write a response to at least one case study (minimum of 3 pages)
- Students will complete one group assignment culminating in an oral presentation
- Students will complete a variety of real world exercises based upon the course content. For example, they may create a simple budget, write a human resources memo regarding a problem with an employee, etc.
- Students will interview line level managers in various departments at a local hospital and will complete a short written and oral report based upon their findings.