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# Developing Health Care Organizations

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HADM 4000, Spring 2012, 27 Lowder, 12-12:50 -- [Mark Burns](#), Instructor

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## Course Schedule

This page is a complete listing of all daily activities, readings, and deadlines for the course. If you find anything missing, see a contradiction, or have a question, please [drop me a line](#).

Major elements of the course are:

- I. The Administrative Matrix
- II. Change and Challenges
- III. New Needs, News Approaches

The "F" appearing below corresponds to the Fried text, the "W" to White & Griffith text:

- Fried, Fottler, and Johnson, Eds. *Human Resources in Healthcare*. 3rd Edition.
- White, Kenneth, and Griffith, John R. *The Well-Managed Health Care Organization*. 7th Edition

Readings labelled with an asterisk ("\*") will be on reserve.

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### - THE ADMINISTRATIVE MATRIX -

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DATE	TOPIC	READINGS
<i>Week of Jan. 9</i>		
Monday	Course Organization, General Overview; Intro to Canvas	none
	Inside a Fragmented System	

Wednesday	Inside a Fragmented System	none
Friday	Dealing w. System Fragmentation--1	W, Ch. 1 "Emergence of the Health Care Organization, 1- 26
<i>Week of Jan. 16</i>		
Monday	<b>HOLIDAY—NO CLASS</b>	
Wednesday	Dealing w. System Fragmentation—2	F, Ch. 3, "Healthcare Professionals," 43-70.
<b>Paper Topics Due</b>		
Friday	<b>Dealing with Physicians (Internet Lecture; no class meeting)</b>	W, Ch. 6, "The Physician Organization," 203-252.
<i>Week of Jan. 23</i>		
Monday	<b>The Role of Nurses (Internet Lecture; no class meeting)</b>	W, Ch. 7, "Nursing Organization," 219-245.
	<b>Notify Instructor of any Shortage of Materials for your Paper</b>	F, Ch. 15, "Nurse Workload, Staffing, and Management," 393-432.
Tuesday	<b>First Individual Meetings; see Canvas Collaborations</b>	
Wednesday	The Role of Other Direct Providers – Physician Extenders <b>(First Internet Chat Exercise)</b>	W, Ch. 8, "Clinical Support Services," 250-280.
Friday	<b>Staffing (Organizational Design) (Internet Lecture; no class meeting)</b>	F, Ch. 1, "Strategic Human Resources Management," 1-26. W, Ch. 12, "Human Resources Management," 346-512.

*Week of Jan. 30*

Monday	Recruitment <b>(Internet Lecture; no class meeting)</b>	F, Ch. 8, "Recruitment, Selection, and Retention" 197-256.
Wednesday	Job Analysis <b>(Internet Lecture; no class meeting)</b>	F, Ch. 6, "Job Analysis and Job Design," 163-196.
Friday	In-Service Education <b>(Internet Lecture; no class meeting)</b> <b>Outline Due</b>	F, Ch. 9, "Organizational Development and Training," 297-256.

*Week of Feb. 6*

Monday	Second Individual Meetings: Outline Conferences	None
Wednesday	Second Individual Meetings: Outline Conferences <b>(Second Internet Chat Exercise)</b>	None
Friday	Diversity Issues <b>(Internet Lecture; no class meeting)</b>	F, Ch. 5, "The Legal Environment of Human Resources Management," 99-144. F, Ch. 6, "Workplace Diversity," 145-162.

*Week of Feb. 13*

Monday	Guiding Employee Progress	F, Ch. 11, "Compensation Practices, Planning, and Challenges" 281-318.
Wednesday	Performance Appraisal	F, Ch. 10, "Performance Management," 257-280.
Friday	Decision Making--Part 1 <b>(Internet Lecture; to be concluded next class day)</b> <b>No Class Meeting</b>	W, Ch. 3, "Operational Leadership," 69-102.

*Week of Feb. 20*

Monday	Decision Making--Part 2 ( <b>Internet Lecture</b> ; continued from previous class day) <b>No Class Meeting</b>	None
Wednesday	Conflict, Cooperation, and Coordination, Part 1. ( <b>Internet Lecture; no class meeting</b> )	W, Ch. 10, "Information Services," 381-414.
Friday	Conflict, Cooperation, and Coordination, Part 2. ( <b>Internet Lecture; no class meeting</b> )	None

*Week of Feb. 27*

Monday	Labor Relations ( <b>Internet Lecture; no class meeting</b> )	F, Ch. 14, "Managing with Organized Labor," 359-392.
Wednesday	Insuring Quality Care--Traditional Approaches ( <b>Internet Lecture; no class meeting</b> )	Ch. 12, "Environment of Care Management," 383-416.
Thursday	<b>Third Internet Chat Exercise</b>	
Friday	<b>Review Session for Mid-Term</b>	None

*Week of March 2*

Monday	<b>Mid-Term Exam</b>	
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Wednesday	<b>View from the Field (In-Class Meeting)</b>	None
Friday	<b>No Class (Instructor Attending Conference)</b>	None
Mon. Mar. 12 – Fri. Mar. 16	<b>Spring Break</b>	
<i>Week of Mar. 19</i>		
Monday	<b>View from the Field (In-Class Meeting)</b>	None

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**- CHANGE AND CHALLENGES -**  
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Wednesday	Facing Change – Part 1	*Asay & Maciariello, <i>Executive Leadership in Health Care</i> , Ch. 13, "Thriving on Change," 201-221.*  *Sharon Topping, "The Dynamics of Organizational Change," in Fried, <i>Human Resources in Healthcare</i> , First Edition, Ch. 13, 225-240.*
Friday	Facing Change – Part 2 <b>(In-Class Meeting)</b>	*Asay & Maciariello, <i>Executive Leadership in Health Care</i> , Ch. 14, "Promoting Innovation," 222-235.*
<i>Week of Mar. 26</i>		
Monday	Facing Change – Part 3 <b>Rough Drafts Due</b>	F, Ch. 13, "Health Safety and Preparedness," 347-358.
Wednesday	<b>Third Individual Meetings: Mid-Term Conferences</b>	

Friday	<p><b>Third Individual Meetings: Mid-Term Conferences</b></p> <p>Strategies for Changing Missions</p> <p><b>(Internet Lecture no in-class meeting)</b></p>	W, Ch. 4, "Strategic Leadership," 103-140.
<i>Week of Apr. 2</i>		
Monday	<p>Implementing Organizational Strategies</p> <p><b>(Internet Lecture; no class meeting)</b></p>	W, Ch. 15, "Marketing and Strategy," 490-526.
Wednesday	<p>Guiding Change through Organization Devel. – Part 1</p> <p><b>(Internet Lecture; no class meeting)</b></p>	W, Ch. 14, "Internal Consulting," 459-490.
Friday	<p>Guiding Change through Organization Devel. – Part 2</p> <p><b>(Internet Lecture; no class meeting)</b></p>	None
<i>Week of Apr. 9</i>		
Monday	<p>The Inter-Organizational Dimension (1)</p>	W, Ch. 2, "Cultural Leadership," 27-64.
Wednesday	<p>The Inter-Organizational Dimension (2)</p>	W, Ch. 9, "Beyond Acute Care to Community Health," 281-316.
Friday	<p>Organizational Performance: Integrating the Production Process</p> <p><b>(Internet Lecture; no class meeting)</b></p>	W, Ch. 5, "Clinical Performance," 155-202.
<i>Week of Apr. 16</i>		
Monday	<p><b>View from the Field</b></p> <p><b>(In-class meeting)</b></p>	None

Wednesday	<b>View from the Field (In-class meeting)</b>	None
Thursday	<b>Fourth Internet Chat Exercise</b>	
Friday	Issues in Marketing and Quality – CQI <b>(Internet Lecture; no class meeting)</b>	F, Ch. 17, “Creating Customer- Focused Health Care, 451-478.

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**- NEW NEEDS, NEW APPROACHES -**

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*Week of April 23*

Monday	Alternate Organization Forms <b>Final Papers Due</b>	Ch. 16, "Human Resources Budgeting and Employee Productivity," 433-450.
Wednesday	<b>Review Session for Final Exam</b> <b>Bring “Blue Books”</b> <b>(In-Class Meeting)</b>	None
Wednesday May 2	<b>FINAL EXAM, 12-2:30 p.m.</b>	

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Have ideas for other information that should be included here? [Send your suggestions!](#)

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*Introduction Page by MB, Ver. 21.02 (last updated 1/29/2012)*

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