

**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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## **COURSE DESCRIPTION AND OUTCOMES**

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**Course Description:**

This course focuses on the application of theory to develop the knowledge and skills needed to effectively manage individuals and groups in healthcare organizations. Topics include human behavior, human resource management, and labor relation policies.

**Course Overview:**

This course serves as an introduction to organizational behavior and human resources in healthcare. Students will apply organizational theory to the management of individuals, teams, and a diverse workforce. Topics include: group dynamics, leadership, change and conflict management, organizational development and sustainability, and human resources best practices using the Strategic Human Resource Management (SHRM) model.

**Course Learning Outcomes:**

1. Assess the structure and design of effective and efficient healthcare organizations, as well as the role of management in promoting organizational effectiveness.
2. Determine key challenges for healthcare settings with regard to organizational improvement, development, and leadership.
3. Evaluate theories and practices of leadership that help management in identifying and implementing effective solutions and change initiatives, including: the management of individuals and teams, conflict and change management, and organizational culture and dynamics.
4. Assess the key functions of human resources in healthcare organizations with regard to workforce recruitment, retention, management, and development.
5. Evaluate best practices in designing and administering: employee compensation and benefits, performance appraisals, training and development processes, employee turnover, labor relations, compliance, and succession planning.
6. Critique and analyze global trends, opportunities, barriers, and challenges that are critical for promoting effective workforce planning and management in healthcare settings.

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## PARTICIPATION & ATTENDANCE

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Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

Borkowski, N. (2016). *Organizational behavior in health care* (3rd ed.). Burlington, MA: Jones & Bartlett Learning. ISBN 13: 9781284051049. \$89.95 (hardbound).

Fried, B., & Fottler, M. (2015). *Human resources in health care: Managing for success* (4th ed.). Chicago: Health Administration Press. ISBN 13: 978156793708-4. \$120 (hardbound).

*Digital options are available for each text. Pricing is dependent on choice of 30- to 180-day rental, lifetime access, or e-text purchase. Digital option pricing is 20% - 50% of hardbound pricing.*

**NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapters 1, 2, 3, 4, & 10 in *Organizational Behavior in Health Care*
- Isik, M. (2016). The relationship between teamwork and organizational trust. *International Journal of Research in Business and Social Science*, 4(1), 133–149.
- Widén, G., Ahmad, F., & Huvila, I. (2017). Workplace information sharing: A generational approach. *Information Research*, 22(1), 1–10.

## Discussion (25 points)

### Portfolio Project Reminder (0 points)

A final Portfolio Project is due at the end of the course. You have **two options** from which to choose for this final project. This week, you should review the Portfolio Project options and the Portfolio Project grading rubric.

Keep in mind that you have a preliminary deliverable for your Portfolio Project in Week 6.

## Module 2

### Readings

- Chapters 5, 6, 7, 10, & 11 in *Organizational Behavior in Health Care*
- Krisberg, K. (2017). Addressing high burnout rates among health care providers. *American Journal of Public Health, 107*(5), 632.
- Richter, A., von Thiele Schwarz, U., Lornudd, C., Lundmark, R., Mosson, R., & Hasson, H. (2016). iLead-A transformational leadership intervention to train healthcare managers' implementation leadership. *Implementation Science, 11*, 1–13.

## Discussion (25 points)

### Critical Thinking: (100 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

#### **Option 1: All in a Day's Work**

Read Case Study 5-5, "All in a Day's Work" in *Organization Behavior in Healthcare*. Answer all the questions provided in the case study. Your assignment should be 4-5 pages in length (excluding title and references) and formatted according to the CSU-Global Guide to Writing and APA Requirements.

You must include a minimum of five credible, academic or professional references beyond the text or other course materials and these sources must have been published within the last five years. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

#### **Option 2: Develop a Motivation Plan**

Read Case Study 5-6, "Develop a Motivation Plan" in *Organization Behavior in Healthcare*. Answer all the questions provided at the end of the case study. Your assignment should be 4-5 pages in length (excluding title and references) and formatted according to the CSU-Global Guide to Writing and APA Requirements.

You must include a minimum of five credible, academic or professional references beyond the text or other course materials. Be sure to discuss and reference concepts taken from the assigned textbook

reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

### **Module 3**

#### **Readings**

- Chapters 13, 14, 15, 16, & 17 in *Organizational Behavior in Health Care*
- Bonner, B. L., Baumann, M. R., & Netchaeva, E. (2016). Adapting to fill the void: Dynamic group coordination as a function of differing domain roles and instrumentality. *European Journal of Social Psychology, 46*(1), 63–76.
- Thomson, K., Outram, S., Gilligan, C., & Levett-Jones, T. (2015). Interprofessional experiences of recent healthcare graduates: A social psychology perspective on the barriers to effective communication, teamwork, and patient-centered care. *Journal of Interprofessional Care, 29*(6), 634–640.

#### **Discussion (25 points)**

#### **Critical Thinking: (50 points)**

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric.

#### **Option 1: Vision Statement for General Hospital**

For this assignment, your team has been tasked with creating a Vision Statement for General Hospital, an Acute Care hospital. Four groups have been created. Assign yourself to the group that corresponds to the first letter of your last name. Each group will have their own discussion board for this assignment. The *first student to post in each group assumes the role of team leader and chooses which Option (Option #1 or Option #2) will be used for the assignment.* The deadline for discussion and deciding on the Vision Statement is Thursday (11:59 PM MT).

Groups are divided as follows:

- Group 1: Last name begins with A–G
- Group 2: Last name begins with H–N
- Group 3: Last name begins with O–S
- Group 4: Last name begins with T–Z

Tips for creating a vision statement: Developing a Team Vision Statement That Inspires Commitment and Performance.

Following the Thursday deadline, each student will submit their own summary of the team process in Turnitin.

Include the Vision Statement and discussion on the following:

- Does the mission statement reflect understanding of the organization's goals?
- Do you believe that management and employees can live up to the vision statement?
- What role did you play in the team process?

- How were decisions made?
- Did team members listen to one another? If no, why not?
- Was input research-based or personal-opinion based?
- Did social loafing or groupthink impact the outcome?
- How was conflict managed?
- How satisfied was each member with the final decision?
- What was learned about functioning in groups?
- How did the team perform and what might you have done differently?

Your paper should be at least 2-3 pages in length (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing and APA Requirements. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. You must include a minimum of three credible, academic or professional references beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

### **Option 2: Vision Statement for the Quickcare Urgent Care Clinic**

For this assignment, your team has been tasked with creating a Vision Statement for the Quickcare Urgent Care Clinic. A separate discussion board has been set up in Module 3 for group discussion. The *first student to post in each group assumes the role of team leader and chooses which Option (Option #1 or Option #2) will be used for the assignment. The deadline for discussion and deciding on the Vision Statement is Thursday (11:59 PM MT).*

Groups are divided as follows:

- Group 1: Last name begins with A–G
- Group 2: Last name begins with H–N
- Group 3: Last name begins with O–S
- Group 4: Last name begins with T–Z

Tips for creating a vision statement: Developing a Team Vision Statement That Inspires Commitment and Performance.

Following the Thursday deadline, each student will submit their own summary of the team process in Turnitin.

Include the Vision Statement and discussion on the following:

- Does the mission statement reflect understanding of the organization’s goals?
- Do you believe that management and employees can live up to the Vision statement?
- What role did you play in the team process?
- How were decisions made?
- Did team members listen to one another? If no, why not?
- Was input research-based or personal-opinion based?
- Did social loafing or groupthink impact the outcome?
- How was conflict managed?
- How satisfied was each member with the final decision?
- What was learned about functioning in groups?
- How did the team perform and what might you have done differently?

Your paper should be at least 2-3 pages in length (excluding cover page and references) and formatted according to the CSU-Global Guide to Writing and APA Requirements. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. You must include a minimum of three credible, academic or professional references beyond the text or other course materials. Review the grading rubric to see how you will be graded for this assignment.

## **Module 4**

### **Readings**

- Chapters 12, 18, & 19 in *Organizational Behavior in Health Care*
- Koster-Kooger, I. (2016). The elephant in the room: A critical inquiry into appreciative inquiry's struggle with appreciating power-resistance relations. *AI Practitioner, 18*(1), 59–65.
- Van De Graaff, J. (2017). The new, no-norm world of health care. *HFM (Healthcare Financial Management), 71*(3), 1.

### **Discussion (25 points)**

#### **Critical Thinking: (100 points)**

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric.

#### **Option 1: Healthy Conflict Resolution**

Read Case Study 14-7 “Healthy Conflict Resolution” in *Organization Behavior in Healthcare*. Answer all the questions provided at the end of the case study. Then create a poster that provides guidance on this topic using your answers and 3-5 credible, academic or professional sources that were published within the last five years.

The poster must include images and text and a short 1-2 page explanation of your reasons for including what you did and how the sources informed your points. You must also include a resource page that is formatted according to the CSU-Global Guide to Writing and APA Requirements. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

#### **Option 2: Gateway Hospital**

Read Case Study 18-4 “Gateway Hospital” in *Organization Behavior in Healthcare*. Answer all the questions provided at the end of the case study. The paper must be 4-5 pages in length (excluding title page and references) and formatted according to the CSU-Global Guide to Writing and APA Requirements.

You must include a minimum of five credible, academic or professional references no older than five years old (not the textbook or course material) of which at least three sources must be peer-reviewed. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

## Module 5

### Readings

- Chapters 1, 2, & 5 in *Human Resources in Health Care: Managing for Success*
- Kuipers, B., Giurge, L., Department of Public Administration, & Business-Society Management. (2016). Does alignment matter? The performance implications of HR roles connected to organizational strategy. *International Journal of Human Resource Management*, 1–23.
- Olson, E. M., Slater, S. F., Hult, G. Tomas, M., & Olson, K. M. (2018). The application of human resource management policies within the marketing organization: The impact on business and marketing strategy implementation. *Industrial Marketing Management*, 69, 62–73.

### Discussion (25 points)

### Critical Thinking: (100 points)

### Career Development Assignment: Practitioner Experience

For this assignment, you will research internships, volunteer opportunities, and certifications in your chosen degree field. Develop a slide presentation that includes the following:

- A summary describing how two internship positions relate to your chosen degree field: Include a link to the descriptions for each internship.
- A summary describing how two volunteer opportunities relate to your chosen degree field: Include a link to the descriptions for each volunteer opportunity.
- A summary of the qualifications required to obtain at least one certification within your chosen degree field, as well as an explanation of the value provided by the certification(s): Include a link to the description of this certification.
- Description of your experience completing a personal and career evaluation through the career center website: [Exploring Careers and Majors](#).

Your slide presentation should be 6-10 slides. You may use PowerPoint or Internet-based presentation tools such as Prezi or Slide Rocket. (Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload with your presentation.) You can find additional guides on making presentations in the CSU-Global Library.

Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Format your slide presentation according to the CSU-Global Guide to Writing and APA Requirements. Review the grading rubric to see how you will be graded for this assignment.

## Module 6

### Readings

- Chapters 6, 7, & 8 in *Human Resources in Health Care: Managing for Success*
- Africa, L. M. (2017). Transition to practice programs: Effective solutions to achieving strategic staffing in today's healthcare systems. *Nursing Economics*, 35(4), 178–183.
- Gilles, I., Mayer, M., Courvoisier, N., & Peytremann-Bridevaux, I. (2017). Joint analyses of open comments and quantitative data: Added value in a job satisfaction survey of hospital professionals. *Plos ONE*, 12(3), 1–14.

## Discussion (25 points)

### Critical Thinking: Title (100 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric.

#### Option 1: Learning Aid about Recruitment and Selection

For this assignment, assume that you are the new Director of Human Resources for a mid-size healthcare organization. Due to potential business growth and expansion, your organization is planning to hire a significant number of new employees. In anticipation of this major hiring drive, you want to create information resources that will help managers understand the importance of **recruitment** and **selection** processes.

#### Instructions:

1. Create a brochure that will serve as a learning aid to help managers. Incorporate both text and images. While you may create your brochure in word processing software (as a Word document, for example), you must designate headings and subtitles, using the Ten Basic Tips for Tri-Fold Brochure Design for Desktop Publishers.
2. Include the following in the learning aid:
  - Explain why recruitment and selection processes are vital in healthcare workforce planning.
  - Explain the importance of measuring key competencies and skills.
  - Describe an effective recruitment and selection process.
3. Include a minimum of five references; three of these must be peer-reviewed sources. The CSU-Global Library is a good place to find these.
4. Format your brochure according to the CSU-Global Guide to Writing and APA Requirements.
5. Your brochure must be 6-8 pages long. Designate section headings (effective brochures divide information into easily readable sections).
6. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

#### Option 2: Create a Learning Aid about Workforce Retention

For this assignment, interview someone who is a leader in the healthcare field (HR manager, department manager, etc.) about the importance and significance of retaining workers. Some things to consider when conducting the interview:

- Methods they have used to retain staff,
- The effectiveness of their retention process,
- Philosophy surrounding their methods, and
- Successes and struggles they have had.

#### Instructions:

1. Create a slide presentation from this interview that will serve as a learning aid to help other managers. Incorporate both text and images.

2. Address the following topics in the presentation, connecting them to your interview:
  - Explain why retention processes are vital in healthcare workforce planning.
  - Explain the role and importance of compensation and reward.
  - Describe an effective retention process.
3. Include at least two other peer-reviewed sources to support your points and those of your interviewee. The CSU-Global Library is a good place to find these.
4. Your slide presentation must be 8-10 slides and include images and content with speaker notes for each slide. You may use PowerPoint or Internet-based presentation tools such as Prezi or Slide Rocket. (Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload with your presentation.) You can find additional guides on making presentations in the CSU-Global Library.

Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Format your slide presentation according to the CSU-Global Guide to Writing and APA Requirements. Review the grading rubric to see how you will be graded for this assignment.

### **Portfolio Project Milestone (40 points)**

#### **Options 1 and 2: Outline and References**

This week you will submit a rough outline of your final Portfolio Project as well as a list of references that you intend to use. Your outline should include the sections listed in the Portfolio Project description (review on the **Week 8 Assignments** page) and 20 references. Each section should list concepts to be covered under their respective headings. The Purdue's OWL: Why and How to Create a Useful Outline has a handout.

Submit the Portfolio Milestone as an assignment. Your well-written outline should be 2-3 pages in length and formatted according to the CSU-Global Guide to Writing and APA Requirements.

## **Module 7**

### **Readings**

- Chapters 9, 11, & 12 in *Human Resources in Health Care: Managing for Success*
- Kwan, M. S., Kondalsamy-Chennakesavan, S., Ranmuthugala, G., Toombs, M. R., & Nicholson, G. C. (2017). The rural pipeline to longer-term rural practice: General practitioners and specialists. *Plos ONE, 12*(7), 1–15.
- Tursunbayeva, A., Pagliari, C., Bunduchi, R., & Franco, M. (2015). Human resource information systems in health care: Protocol for a systematic review. *Journal of Medical Internet Research, 17*(12), 1–10.

### **Discussion (25 points)**

## **Module 8**

### **Readings**

- Ball, Bruyneel, Aiken, Sermeus, Sloane, Rafferty, . . . Griffiths. (2018). Post-operative mortality, missed care and nurse staffing in nine countries: A cross-sectional study. *International Journal of Nursing Studies, 78*, 10-15.

- Mäenpää, T., Asikainen, P., & Suominen, T. (2017). Views of patient, healthcare professionals and administrative staff on flow of information and collaboration in a regional health information exchange: a qualitative study. *Scandinavian Journal of Caring Sciences*, 31(4), 939–947.
- Salyers, M., Bonfils, P., Luther, K., Firmin, A., White, L., Adams, R., & Rollins, L. (2017). The Relationship Between Professional Burnout and Quality and Safety in Healthcare: A Meta-Analysis. *Journal of General Internal Medicine*, 32(4), 475-482.

### Discussion (25 points)

### Portfolio Project (310 points)

Choose one of the following two Portfolio Projects to complete. Do *not* do both assignments. Identify your assignment choice in the title of your submission. Review the Portfolio Project grading rubric to understand how you'll be graded on your project. Note that both assignment choices require a Portfolio Project Milestone assignment that must be submitted by the end of Week 6.

#### **Option #1: Memorial's Healthcare System: Organizational Change and Workforce Management for the Future**

Memorial Hospital System (MHS) has been facing many serious issues including leadership problems, staffing deficiency, and financial hardship. Challenges include:

1. High staff turnover, which doubled to 20% in the past two years and is expected to rise;
2. Healthcare costs that continue to spiral out of control, with plummeting reimbursement (overall margin is negative and working capital reserves are below industry standards); and
3. An inability to raise capital funding due to a bond rating that was lowered earlier this year to "junk" status.
4. MHS is a union shop for non-managerial workforce staff and the contract between management and the union is up for renewal this fiscal year.
5. MHS is in the process of implementing complex and expensive multi-year healthcare information systems such as Electronic Health Record and other critical-need clinical information systems.
6. MHS is facing significant competition from other local healthcare facilities.

Last year, a new Chief Executive Officer (CEO) was hired. She identified the current organizational culture as apathetic, leaderless, and resistant to change. She also noted that the staff was under stress, resisting teamwork, accepting mediocrity, and compromising patient safety values and industry best practices. The CEO noted that critical human resources functions were broken, and that financial performance was suffering. She attributed this to a variety of process issues as well as to the lack of focus on the core business of patient care.

In response, she decided to implement the following strategies:

- Change the organizational culture,
- Improve human resources and workforce practices and outcomes,
- Ensure the organization's solvency and financial viability in the long run, and
- Cutting costs across the board including implementing a labor-reduction strategy (salary and benefits) with an aggressive timeline to turn around the financial bottom line.

Within a few months after these strategies were implemented, the MHS started to show less of a financial loss and seemed to stabilize financially. The morale of the staff, however, took a significant hit. Staff turnover increased as the sense of job security decreased and as an increasing number of valued

and critical staff in all areas left. Soon, MHS experienced an increase in patient complaints and lowered customer service with signs of impact on clinical patient outcomes.

Now the CEO, with approval and support from the MHS Board of Directors, wants to create a dynamic long-term organization and human resources strategic plan to put MHS on the right track. To formulate and implement this plan, the CEO hired a well-known consultant who is tasked with performing a system-wide organization and human resources assessment.

Within the scope of this assessment is the development and formulation of a multilevel strategic program. This new program is to be implemented system-wide with the goal to help MHS leaders to understand the link among finances, employee morale, human resources functions, and patient satisfaction. The end result of this assessment is: to create a culture of accountability; to shift the culture to one of services after two years; to attract, hire, and retain staff; and to implement best practices in workforce management.

### **Instructions:**

Assume that you are the consultant the CEO hired to do this assessment project. Your main task is to identify the key components involved in changing the organizational culture and to identify the steps needed to generate sustainable change.

Here are the deliverables that the Board of Directors and CEO want to see from you:

1. Develop a comprehensive organization and human resources strategic plan. The plan has two major sections: Organization Development and Human Resources. The CEO and Board of Directors expect you to create your plan using benchmarking and by integrating human resources and organization development best practices from other healthcare organizations as well as from other industries.
2. The Organization Development section will address the following items:
  - Workplace communication,
  - Motivation,
  - Leadership,
  - Employee stress,
  - Decision making,
  - Conflict management,
  - Team building and group dynamics, and
  - Embracing change and change management.
3. The Human Resources section will address the following items:
  - Organizational and human resources systems that need to be in place to effect positive organizational outcomes;
  - The steps and decisions involved in recruitment, selection, and retention of staff;
  - Performance management systems;
  - Compensation and reward systems;
  - Process of training and development and the contribution to the organization's bottom line;
  - Relationship of organized labor and management in healthcare; and
  - The resources, key staff/roles, and steps required to develop a safe workplace.

Your submission will be 10-12 pages in length. You must include title and reference pages and a table of contents. These do not count toward total page count.

Incorporate 20 credible and current references. Ten of these must be peer-reviewed articles, preferably no older than three years. The CSU-Global Library is a good place to find these references.

Format your paper according to the CSU-Global Guide to Writing and APA Requirements. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

### **Option #2: Trends and Future of Human Resources in Healthcare**

For the past 10 years, Methodist Hospital Health System (MHHS) celebrated the fact that 60% of its new hires in management positions were women and minorities. The MHHS leadership assumed that with such a practice, women and minorities would eventually represent at least 50% of their top management executives (vice president level and above).

But something unexpected happen. A few years ago, MHHS become concerned that its diversity program was not producing results. Instead of seeing an increase in the number of women and minorities in executive positions, the organization was observing a decline. Talented female and minorities managers were leaving, draining the pool of capable and qualified staff.

To address this problem, MHHS founded the Task Force on Retention and Advancement of Women and Minorities in Executive Positions (TFRA). This task force aimed to pinpoint the reasons that female and minority executives were leaving by conducting a massive information-gathering initiative, interviewing female and minorities at all levels as well as former employees. The team uncovered these main areas of concern:

1. Limited opportunity for advancement;
2. Lack of mentoring, coaching, and networking;
3. Existing work and family issues;
4. Lack of succession planning;
5. Lack of positive culture and transparent communication about promotion and professional development;
6. Lack of relevant and effective training, job development, and employee empowerment opportunities;
7. Cultural bias toward women and minorities and “old boy” network system;
8. Organization’s resistance to embrace diversity; and
9. Uncompetitive salary and benefits.

In response to these findings, MHHS must retool the workplace.

### **Instructions:**

You are the CEO of MHHS and have been asked to present a plan to the board of directors for retooling the workplace to meet the goals to be a woman- and minority-friendly employer and to have women and minorities eventually represent 50% of its top management.

The presentation must address strategies in the following areas:

1. Recruitment, selection, and retention;
2. Communication;
3. Research;

4. Performance management;
5. Technology and innovation;
6. Change management; and
7. Another area of healthcare management your choosing.

Be innovative; think creatively. Your submission will be 12-15 content slides. (You must also include title and reference slides and a table of contents that do not count toward slide total.)

You must also include substantive speakers' notes for each slide. Treat the speaker's notes like you would the full spoken content of the slide. For a 12-15 slide presentation, this translates to roughly 10 to 15 minutes of content. You should include roughly one minute's worth of content on each slide, or between 125 and 150 words of notes per slide.

Incorporate 20 credible and current references. Ten of these must be peer-reviewed articles. The CSU-Global Library is a good place to find these references.

Format your presentation according to the CSU-Global Guide to Writing and APA Requirements. Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research. Review the grading rubric to see how you will be graded for this assignment.

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## COURSE POLICIES

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Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

### Course Grading

20% Discussion Participation  
45% Critical Thinking Assignments  
35% Final Portfolio Project

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## IN-CLASSROOM POLICIES

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For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

### **Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

### **Citing Sources with APA Style**

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

### **Disability Services Statement**

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

### **Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.