

Syllabus

HCA-310: Healthcare Management and Leadership

Course Description

Students in this course will distinguish managerial concepts and practices as they apply to a variety of healthcare organizations, compare and contrast governance, strategy, structure, firm conduct, and performance across different types of health organizations (hospitals, clinics, physician practices, long-term care, etc.), and create a culture of continuous improvement. Students will demonstrate leadership that creates a vision for all organizational stakeholders and integrate managerial principles to resolve problems and opportunities and achieve efficient and effective operation. The course will focus on synthesizing leadership and managerial skills necessary for change management implementation while integrating a biblical framework into managerial decision making.

Credit Hours: 3

Prerequisite Courses: None

Course Outcomes

Upon successful completion of this course, you should be able to:

1. Evaluate managerial concepts and practices as potential solutions for complex problems and opportunities within the healthcare industry.
2. Compare and contrast governance, strategy, structure, firm conduct, and performance across different types of health organizations (hospitals, clinics, physician practices, long-term care, etc.).
3. Evaluate the components of a culture of continuous improvement within healthcare organizations.
4. Demonstrate leadership that creates a vision for all organizational stakeholders.
5. Synthesize leadership and managerial skills necessary for change management implementation.
6. Integrate managerial principles to achieve efficient and effective operation.
7. Integrate a biblical framework into managerial decision making.

Course Textbook

- None

Course Technology

- OCLS – Off Campus Library System

- Computer
 - Internet access
 - Audio input and microphone
 - Webcam or smartphone

Grading Scale

NOTE: In graduate-level courses, a grade of C- or below will require the course to be repeated.

Grade	Quality Points Per Credit	Percentage	Score
A	4.0	95%–100%	950–1000
A-	3.7	92%–94.9%	920–949
B+	3.3	89%–91.9%	890–919
B	3.0	85%–88.9%	850–889
B-	2.7	82%–84.9%	820–849
C+	2.3	79%–81.9%	790–819
C	2.0	75%–78.9%	750–789
C-	1.7	72%–74.9%	720–749
D+	1.3	69%–71.9%	690–719
D	1.0	65%–68.9%	650–689
F	0.0	0%–64.9%	0–649

Grading Policies

Your grading policy for your course is dependent on your school and program. Your grading policies can be found in the [IWU Catalog](#).

Letter Grade Equivalencies

NOTE: In graduate-level courses, a grade of C- or below will require the course to be repeated.

Grade	Description of Work
A	Clearly stands out as excellent performance. Has unusually sharp insights into material and initiates thoughtful questions. Sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines. Anticipates next steps in progression of ideas. Example "A" work should be of such nature that it could be put on reserve for all cohort members to review and emulate. The "A" cohort member is, in fact, an example for others to follow.
B	Demonstrates a solid comprehension of the subject matter and always accomplishes all course requirements. Serves as an active participant and listener. Communicates orally and in writing at an acceptable level for the degree program. Work shows intuition and creativity. Example "B" work indicates good quality of performance and is given in recognition for solid work; a "B" should be considered a good grade and awarded to those who submit assignments of quality less than the exemplary work described above.
C	Quality and quantity of work in and out of class are average. Has marginal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at least minimally.
D	Quality and quantity of work are below average. Has minimal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at below acceptable levels.
F	Quality and quantity of work are unacceptable and do not qualify the student to progress to a more advanced level of work.

Course Summary

Workshop	Activity *	Devotional *	Discussion *	Assignment *	Total Points
Workshop One	1/0	0/0	1/30	2/80	110
Workshop Two	1/50	1/8	1/30	2/130	218

Workshop Three	0/0	1/8	1/30	1/100	138
Workshop Four	0/0	1/8	1/30	2/140	178
Workshop Five	0/0	1/8	1/30	2/140	178
Workshop Six	0/0	1/8	2/80	1/90	178
End Course Survey	-	-	-	-	10 Points of Extra Credit
TOTAL	2/50	5/40	7/230	10/680	1000

* Number of Activities/Sum Point Totals

Course Assignments

Workshop One Outline

Title	Due Dates	Time	Points
1.1 Exercise: Brightspace Tutorial	Due by the end of the first day of the workshop	1.5 hours	0
1.2 Assignment: Orientation	Due by the end of the workshop	1.5 hours	20
1.3 Discussion: Introductions and Priorities in Life	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	2.5 hours	30
1.4 Assignment: Plagiarism, Credible Work and APA	Due by the end of the workshop	5.5 hours	60

Title	Due Dates	Time	Points
Totals		11 hours*	110

Workshop Two Outline

Title	Due Dates	Time	Points
2.1 Devotional: Appointing Leaders	Initial post due by the end of the fourth day of the workshop; one response due by the end of the workshop	1 hour	8
2.2 Exercise: Program Inbound Exam	Due by the end of the workshop	2 hours	50
2.3 Discussion: Visionary Leadership	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	30
2.4 Assignment: Managerial Issues for Healthcare Leaders	Due by the end of the workshop	4.5 hours	50
2.5 Assignment: Corporate Governance, Strategy and Structure	Due by the end of the workshop	6 hours	80
Totals		17.5 hours*	218

Workshop Three Outline

Title	Due Dates	Time	Points
3.1 Devotional: The Importance of Stewardship	Initial post due by the end of the fourth day of the workshop; one response due by the end of the workshop	1 hour	8

Title	Due Dates	Time	Points
3.2 Discussion: Effective Communication in the Workplace	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	30
3.3 Assignment: Continuous Improvement	Due by the end of the workshop	7 hours	100
Totals		12 hours*	138

Workshop Four Outline

Title	Due Dates	Time	Points
4.1 Devotional: Servant Leadership	Initial post due by the end of the fourth day of the workshop; one response due by the end of the workshop	1 hour	8
4.2 Discussion: Emotional Intelligence	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	30
4.3 Assignment: Effective Leadership	Due by the end of the workshop	4.5 hours	50
4.4 Assignment: Change Management	Due by the end of the workshop	6 hours	90
Totals		15.5 hours*	178

Workshop Five Outline

Title	Due Dates	Time	Points
5.1 Devotional: Teamwork	Initial post due by the end of the fourth day of the	1 hour	8

Title	Due Dates	Time	Points
	workshop; one response due by the end of the workshop		
5.2 Discussion: Trust and Loyalty	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	30
5.3 Assignment: Building Your Team!	Due by the end of the workshop	4.5 hours	50
5.4 Assignment: Effectively Managing Conflict in the Workplace	Due by the end of the workshop	6 hours	90
Totals		15.5 hours*	178

Workshop Six Outline

Title	Due Dates	Time	Points
6.1 Devotional: Are Good Ethics Compatible with Good Business Practices?	Initial post due by the end of the fourth day of the workshop; one response due by the end of the workshop	1 hour	8
6.2 Discussion: Casting a Compelling Vision	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	40
6.3 Assignment: Developing Your Plan for Leadership	Due by the end of the workshop	6 hours	90
6.4 Discussion: Wrapping Up!	Initial post due by the end of the fourth day of the workshop; two responses due by the end of the workshop	4 hours	40
End of Course Survey	Due by the end of the workshop	30 minutes	10 extra credit

Title	Due Dates	Time	Points
Totals		15.5 hours*	178

* These times are only estimates. Actual assignment completion times will vary.

Course Development Resources

American Society for Quality. (2018). *Learn about quality*. Retrieved from <http://asq.org/learn-about-quality/>

Brightspace Tutorials. (2018). *Navigate Brightspace learning environment – Discussions* [Video file]. Retrieved from <https://www.youtube.com/watch?v=FKgcKu3CAOA&feature=youtu.be&list=PLxHabmZzFY6mtggGZAitZ61kmpS-pMIaM>

Brightspace Tutorials. (2018). *Navigate Brightspace learning environment – Navigation – Learner* [Video file]. Retrieved from https://www.youtube.com/watch?v=weDIXdbjX_4&index=1&list=PLxHabmZzFY6mtggGZAitZ61kmpS-pMIaM

Caux Round Table for Moral Capitalism. (2014). Retrieved from <http://www.cauxroundtable.org/>

Center for Creative Leadership. (2018). *Leadership development*. Retrieved from <https://www.ccl.org/>

Consortium for Research on Emotional Intelligence in Organizations. (2018). Retrieved from <http://www.eiconsortium.org/index.html>

Goleman, D. (2018). Retrieved from <http://www.danielgoleman.info/>

Institute for Healthcare Improvement. (2018). Retrieved from <http://www.ihl.org/>

Kaiser Health News (KHN). (2018). Retrieved from <https://khn.org/>

Kotter, J. P. (2006). *Leading change: Why transformation efforts fail*. Brighton, MA: Harvard Business School Publishing Corporation.

Leadership Hub. (2018): *Leadership blog*. Retrieved from <https://www.theleadershiphub.com/blog>

MDLinx: Hospital Administration Journal Summaries. (2018). Retrieved from <https://www.mdlinx.com/hospital-administration/journal-summaries/>

Meinert, D. (2015). *How to be a visionary leader*. Retrieved from <https://www.shrm.org/hr-today/news/hr-magazine/pages/1115-execbrief.aspx>

Microsoft.com. (2018). *Basic tasks for creating a PowerPoint presentation*. Retrieved from <https://support.office.com/en-us/article/video-create-your-first-powerpoint-2010-presentation-50732ad4-49b3-44c1-9b4d-fa5e73eb47d1>

Microsoft.com. (2018). *Create your first PowerPoint 2010 presentation*. Retrieved from <https://support.office.com/en-us/article/video-create-your-first-powerpoint-2010-presentation-50732ad4-49b3-44c1-9b4d-fa5e73eb47d1>

MindTools.com. (2018). Retrieved from <https://www.mindtools.com/>

Modern Healthcare: Government. (2018). Retrieved from <http://www.modernhealthcare.com/section/government>

Purdue University Online Writing Lab (OWL). (2018). *Designing an effective PowerPoint presentation: Quick guide*. Retrieved from <https://owl.english.purdue.edu/owl/resource/686/01/>

Society for Human Resource Management. (2018). Retrieved from <https://www.shrm.org/>

Technology for Teachers and Students. (2017). *Beginner's guide to PowerPoint – 2017* [Video file]. Retrieved from <https://www.youtube.com/watch?v=XF34-Wu6qWU&t=16s>

The DeVoe Report. (2018). Retrieved from <https://www.indwes.edu/academics/caps/devoe-school-of-business/the-devoe-report/>

U.S. Department of Health and Human Services (HHS). (2018). Retrieved from <https://www.hhs.gov/>

White, J. (1978). *Honesty, morality, and conscience: Making wise choices in the gray areas of life*. Colorado Springs, CO: NavPress.

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Alternative Assignment Policy

Students with a documented disability may request accommodations for an alternative assignment(s) for course activities (Examples: video assignments, etc.). It is the student's responsibility to submit the form received from the Disability Services Office indicating his/her specific accommodation to the instructor prior to the start of each course.

Expectations, Policies, and Important Student Information

School/Division	Link
DeVoe School of Business Division of Liberal Arts School of Services and Leadership	<u>View School/Division Expectations, Policies, and Student Information</u>
School of Educational Leadership	<u>View School/Division Expectations, Policies, and Student Information</u>
Wesley Seminary @ IWU	<u>View School/Division Expectations, Policies, and Student Information</u>
Nursing – Undergraduate	<u>View School/Division Expectations, Policies, and Student Information</u>
Nursing – Graduate	<u>View School/Division Expectations, Policies, and Student Information</u>