

# BUSI 453, Facilitation and Negotiation in Healthcare Administration, Syllabus (3 credits)

## COURSE DESCRIPTION

Students learn practical skills essential for effective facilitators and negotiators, including a systematic approach to making favorable agreements that minimize conflict and maximize benefits. Topics include strengths and weaknesses in personal negotiating styles, as well as the role of relationships in facilitating good agreements. Students apply strategic techniques and practice their skills in simulated exercises and negotiations. Prerequisite: BUSI 201 Introduction to the Healthcare Industry.

## REQUIRED TEXTS & RESOURCES

Marcus, L. J., Dorn, B. C., & McNulty, E. J. (2011). Renegotiating health care: Resolving conflict to build collaboration. (2nd. ed.). San Francisco, CA: Jossey-Bass.

ISBN-13: 978-0470562208

## COURSE SCHEDULE

Each course begins on a Wednesday with a Getting Started module before moving into the week 1-7 content. The introduce yourself forum is required during the Getting Started module in order to be counted present during this half-week of instruction. The introduce yourself forum is open from the start of the course to the first Sunday. All posts are due by Sunday at 11:59 p.m. Participation is required to be marked present for this time period. Keep in mind that in future weeks, forum due dates may be different.

Unless stated otherwise, graded assignments are due on the last day of the course week (Sunday). <http://point.edu/course-schedules/>

Learning Activities	Graded Assignments	
<b>Preview Week</b>	<b>Course Introduction</b>	
	Review the Syllabus	
	Review Preview Week Introduction	
	Participate in Course Orientation	
	Introduce Yourself Forum (registers attendance)	<b>Mandatory</b>
<b>Week 1</b>	<b>Unit 1: Identifying Conflict in the U.S. Health System</b>	
	Read: Marcus, Dorn, & McNulty Chapter 1 pages 3-18 & Chapter 2 pages 19-40	N/A
	Week 1 Introduction & Video	N/A

	Watch Supplemental Videos – Chapters 1 and 2	N/A
	Discussion Forum 1: Initial and Response to Peer	Initial Post due Week 1 Day 4 (Thursday) & Response to Peer Week 1 Day 7 (Sunday)
	Week 1- Conflict Application Paper #1-Choose one topic covered in either chapter 1 or chapter 2 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.	Week 1 Day 7 (Sunday)
	Week 1- Final Paper Assignment Part 1: Submit Topic for Final Research Paper on a Conflict Negotiation Policy of your chosen healthcare facility (i.e. hospital, outpatient surgery center, private clinic, dental office, ambulatory care center, etc.). Students will select a	Week 1 Day 7 (Sunday)

	<p>healthcare facility to conduct an analysis of the facilities response process to the conflict and the negotiation strategy to address either patient complaints or staff (i.e. clinical or administrative) complaints.</p> <p>For this week's assignment you will choose the complaining group and the facility you plan to investigate then write a 1 -2 page summary paper explaining why you chose this group and facility to analyze for your final paper and explain why this group and facility warrant further research. Finally, you will select one (1) reference (i.e. journal, magazine, newspaper, case study, etc.) that discusses conflict negotiation in a healthcare setting that relates to your final research paper topic and include the reference at the end of your topic summary.</p>	
<b>Week 2</b>	<b>Unit 2: Creating a Plan to Negotiate Conflict</b>	
	Read: Marcus, Dorn, & McNulty Chapter 3 pages 41-62 & Chapter 4 pages 63-82	N/A
	Week 2 Overview & Video	N/A
	View Ch. 3 & 4 Videos	N/A
	Discussion Forum 2: Initial and Response to Peer	Initial Post due Week 2 Day 4 (Thursday) & Response to Peer Week 2 Day 7 (Sunday)
	<p>Week 2- Conflict Application Paper # 2-one topic from either chapter 3 or chapter 4</p> <p>Choose one topic covered in either chapter 3 or chapter 4 of your textbook. Then find a conflict issue in healthcare that is</p>	Week 2 Day 7 (Sunday)

	reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.	
	Week 2- Final Paper Assignment Part 2: Submit Topic Outline, and Headings/sub-headings, and Thesis Statement of Final Paper, example located under resources area.	Week 2 Day 7 (Sunday)
<b>Week 3</b>	<b>Unit 3: Framing and Reframing to Negotiate Conflict</b>	
	Read Ch. 5, 6, 7 Pages 83-106; 107-138; 139-178	N/A
	Week 3 Overview & Video	N/A
	View Ch. 5, 6, 7 Videos	N/A
	Discussion Forum 3: Initial and Response to Peer	Initial Post due Week 3 Day 4 (Thursday) & Response to Peer Week 3 Day 7 (Sunday)
	Week 3- Conflict Application Paper # 3-one topic from either chapter 5, 6, or & 7	Week 3 Day 7 (Sunday)

	Choose one topic covered in either chapter 5, 6, or 7 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.	
	Week 3— Final Paper Assignment Part 3: Annotated Bibliography--Submit Annotated Bibliography, example located under the resources area.	Week 3 Day 7 (Sunday)
<b>Week 4</b>	<b>Unit 4: Creating Conflict Resolutions</b>	
	Read Ch. 8 & 9 Pages 179-222; 223-260	N/A
	Week 4 Overview & Video	N/A
	View Ch. 8 & 9 Videos	N/A
	Discussion Forum 4: Initial and Response to Peer	Initial Post due Week 4 Day 4 (Thursday) & Response to Peer Week 4 Day 7 (Sunday)

	<p>Week 4- Conflict Application Paper #4-one topic from either chapter 8 or chapter 9</p> <p>Choose one topic covered in either chapter 8 or chapter 9 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.</p>	Week 4 Day 7 (Sunday)
	Week 4- Final Paper Assignment Part 4: Submit Rough Draft of Final Paper including an introduction and list of APA formatted references.	Week 4 Day 7 (Sunday)
<b>Week 5</b>	<b>Unit 5: Creating Unity Through Leadership</b>	
	Read Ch. 10 & 11 Pages 261-294; 295-320	N/A
	Week 5 Overview & Video	N/A
	View Ch. 10 & 11 Videos	N/A
	Week 5-Discussion Forum	Initial Post due Week 5 Day 4 (Thursday) &

		Response to Peer Week 5 Day 7 (Sunday)
	<p>Week 5- Conflict Application Paper # 5-one topic from either chapter 10 or chapter 11</p> <p>Choose one topic covered in either chapter 10 or chapter 11 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.</p>	Week 5 Day 7 (Sunday)
	Week 5- Final Paper Assignment Part 5: Submit Draft of PowerPoint outlining the Final Research Paper	Week 5 Day 7 (Sunday)
<b>Week 6</b>	<b>Unit 6: Healthcare Evolution</b>	
	Read Ch. 12 & 13 Pages 321-350; 351-382	N/A
	Week 6 Overview & Video	N/A
	View Ch. 12 & 13 Videos	N/A
	Week 6-Discussion Forum	Initial Post due Week 6 Day 4

		(Thursday) & Response to Peer Week 6 Day 7 (Sunday)
	<p>Week 6- Conflict Application Paper # 6-one topic from either chapter 12 or chapter 13</p> <p>Choose one topic covered in either chapter 12 or chapter 13 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.</p>	Week 6 Day 7 (Sunday)
	Week 6- Submit Final Research Paper	Week 6 Day 7 (Sunday)
<b>Week 7</b>	<b>Unit 7: The Redefining and Reshaping of the Practice of Healthcare</b>	
	Read Ch. 14 & 15 Pages 383-418; 419-448	N/A
	Week 7 Overview & Video	N/A
	View Ch. 14 & 15 Videos	N/A



	Week 7-Discussion Forum	Initial Post due Week 7 Day 4 (Thursday) & Response to Peer Week 7 Day 7 (Sunday)
	<p>Week 7- Conflict Application Paper # 7-one topic from either chapter 14 or chapter 15 Choose one topic covered in either chapter 14 or chapter 15 of your textbook. Then find a conflict issue in healthcare that is reported in a journal, magazine, business periodical, newspaper, online healthcare related magazine that reports on an area of conflict, facilitation, negotiation, or mediation discussed in the article. You will produce a one page briefing on the conflict. In 1-2 paragraphs you will give a summary of the conflict issue. In 1 paragraph discuss the resolution strategy that the organization employed to resolve the conflict issue. And in one paragraph you will discuss your strategy to resolve the conflict. Then in 1-2 paragraphs you will discuss if the conflict issue was handled appropriately citing your textbook, then provide your plan to negotiate a resolution for the parties involved.</p>	Week 7 Day 7 (Sunday)
	Week 7-Final Paper Part 6: Submit PowerPoint that outlines Final Research Paper	Week 7 Day 7 (Sunday)

## GRADING POLICIES

### Course Evaluation Plan

An assessment instrument (checklist, rubric, quiz, etc.) will accompany each major graded assignment. See the instructions for specific assignment criteria and accompanying grading instruments.

### Points Distribution

Graded assignments will be distributed as follows:

Graded Assignments	Points Possible
Discussion Forums (7 x 30 pts)	210
Conflict Application Papers (7 x 60 pts)	420
Final Paper Assignments Part 1 (Select Topic for Final Paper)	45
Final Paper Assignments Part 2 (Topic Outline of Final Paper)	45
Final Paper Assignments Part 3 (Annotated Bibliography of Final Paper)	45
Final Paper Assignments Part 4 (Rough Draft of Final Paper)	45
Final Paper Assignments Parts 5 (Draft of PowerPoint for Final Paper)	45
Final Paper Assignments Part 6 (PowerPoint of Final Paper)	45
Final Paper: Final Researcher Paper 100 pts	100
<b>Total Points:</b>	<b>1000</b>

### Final Grades

The following scale will be used when calculating final grades:

A	90-100%	D	60-69%
B	80-89%	F	0-59%
C	70-79%		

Final grades will be posted according to the Academic Calendar:

<http://point.edu/academic-calendar/>

## COURSE LEARNING GOALS & OBJECTIVES

### TIME REQUIREMENTS & COMMITMENTS

This course is 3 credit hours. Regarding time on task, students can expect to spend approximately 16 hours per week for an undergraduate course.

COURSE GOALS AND OBJECTIVES	Program Objective(s)
Goal 1: Students develop a general foundation of the field of facilitation and negotiation in healthcare settings.	

	<b>Objective 1.1:</b> Discuss the concept of conflict and the process of moving beyond the issues that often cause conflict in healthcare settings.	4.10
	<b>Objective 1.2:</b> Describe the settings and best practices to negotiate issues of conflict that impact healthcare professionals.	4.10
	<b>Objective 1.3:</b> Examine the existing precedent set to address conflict in healthcare through the steps of negotiation.	4.10
	<b>Objective 1.4:</b> Identify the tangible and intangible assets that can be used during negotiation settlements to address real human needs.	4.10
<b>Goal 2: Students analyze and evaluate the process of supporting facilitation through the negotiation process.</b>		
	<b>Objective 2.1:</b> Discuss the practice of creating a framework to understand gathered information during negotiations to address the conflict issues through a subjective lens.	4.10
	<b>Objective 2.2:</b> Evaluate the practice of renegotiating during conflict as a healthcare leader to best suit the needs of healthcare staff and health consumers.	4.10
	<b>Objective 2.3:</b> Summarize the practice of reframing issues of conflict when met with resistance in healthcare settings.	4.10
	<b>Objective 2.4:</b> Analyze the step-by-step process to help aid healthcare professionals as they work through the negotiation process.	4.10
<b>Goal 3: Students evaluate the need to use their mind and instincts to address conflict when negotiating a healthcare related issue.</b>		
	<b>Objective 3.1:</b> Describe the framework of positional bargaining negotiations during conflict exchanges.	4.10
	<b>Objective 3.2:</b> Differentiate the situations that require bargaining through the use of positional bargaining tactics.	4.10
	<b>Objective 3.3:</b> Analyze best practices to deescalate conflict in healthcare settings through mediation, arbitration, and dispute resolution.	4.10
	<b>Objective 3.4:</b> Assess the role of meta-leaders in creating unity and influence in the midst of conflict.	4.10

<b>Goal 4: Students examine the benefits of a cohesive approach to the practice of healthcare.</b>		
	<b>Objective 4.1:</b> Identify the process of creating a healthcare system that encourages staff to work in harmony to avoid conflicts.	4.10
	<b>Objective 4.2:</b> Summarize the changing role technology plays in creating more efficient workspaces, thereby limiting issues of conflict.	4.10
	<b>Objective 4.3:</b> Evaluate the role of healthcare professionals in negotiations during conflict with the empowered patient.	4.10
	<b>Objective 4.4:</b> Assess changes in policy, technology, population growth, and patient expectations in determining the future role of the healthcare workforce.	4.10
<b>Goal 5: Students analyze the future of an evolving healthcare system that continual redefines healthy outcomes in care.</b>		
	<b>Objective 5.1:</b> Identify policy changes that require healthcare workers to reshape their best practices when negotiating through conflict in health settings.	4.10
	<b>Objective 5.2:</b> Examine the circumstances, choices, decisions, action, and consequences associated with healthcare and healthcare negotiation practices.	4.10
	<b>Objective 5.3:</b> Differentiate between the past needs and the future expectations of patients to renegotiate balance in healthcare care outcomes.	4.10
	<b>Objective 5.4:</b> Analyze what lies at the core of conflict to rewrite a new narrative to create conflict resolution for healthcare providers and healthcare consumers.	4.10

## DISABILITY SERVICES

Point University is committed to providing qualified students with disabilities an equal opportunity to access a Point education through the provision of reasonable and appropriate accommodations and support services. Accordingly, Point complies with Title IX (<https://point.edu/title-ix>) of the Educational Amendments of 1972 and the subsequent reauthorization of that act, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990 and subsequent amendments to that act. For more information about Disability Support Services, see the “Consumer Information” section of the website (<http://point.edu/disclosures>) and the “Student Services” section of this catalog, or contact the

Director of Disability Services and College Section 504 Coordinator, at [disability.services@point.edu](mailto:disability.services@point.edu).

## **COURSE EXPECTATIONS**

### *Attendance*

A student is expected to actively participate in each week of the class in which he or she is enrolled. Active participation each academic week includes submitting classwork in one or more of the following activities within the course during the week they are due: discussion forums, assignments such as (but not limited to) projects, papers, presentations, case studies, quizzes, or exams. Students may be absent up to 25% of the class. After absences exceed 25% of the session or term's total – in either consecutive or cumulative days – the student will be withdrawn from the class roster and assigned a grade on the basis of work completed at the time of withdrawal unless, because of exceptional circumstances, prior arrangements have been made with the professor and the Chief Academic Officer.

Students representing the university, such as student-athletes, remain responsible for submitting work online within the week it is due to be counted present. No student will be disadvantaged while representing the university. However, the responsibility is on the student to notify faculty no later than one week before missing class for any reason, to ensure time for content to be made available to them and for make-up work to be considered and arranged. It is expected that students will limit their absences outside of these required absences, as they will be dropped if they overcut the allowed number of absences.

The full attendance policy is found in the catalog (<https://point.edu/catalogs/>).

### *Etiquette & Netiquette*

Students are expected to be respectful and well-mannered towards the instructor and their peers, whether in the physical classroom or the online course site. For guidance on meeting this expectation, particularly in the online environment, please see the materials provided during student orientation or reach out to [advising.center@point.edu](mailto:advising.center@point.edu).

### *Policies*

For academic policies governing attendance, late assignments, and student support, please refer to the Academic Catalog directly (<https://point.edu/catalogs/>).

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