

Master of Healthcare Administration Austin Peay State University

MHA 5640: Human Resource Management

3 Credit Hours, FALL 2022 (8/22/22 – 10/13/22)

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Course Description

This course will provide students with an advanced understanding of human resource management (HRM) principles, strategies, and laws from a strategic perspective in healthcare organizations. This course will examine how to manage human resources effectively in a dynamic legal, social, economic and multi-cultural environment that currently constrain healthcare organizations.

Course Prerequisites

None.

Course Objectives

- Students will understand the implications of strategic HR on the organization
- Be familiar with applicable labor laws and how they impact HR decisions
- Be able to recognize the various competencies required of various healthcare fields
- Understand how and why to implement a credentialing process
- Articulate the relationship between job analysis, job design and strategic HR
- Understand performance management and the effect on employees

- Comprehend compensation and employee benefits and when to apply them
- Consider the implications of diversity in the organization and recruiting considerations
- Understand and articulate the role of employee engagement in organizational effectiveness
- Become familiar with the role of organized labor in healthcare
- Recognize the staffing issues facing the nurse workforce and apply workload metrics
- Understand the effect of increased team effectiveness on quality & safety in the organization

Student Learning Outcomes (SLO)

Program Competencies:

After this course, the students should be able to achieve the following competencies and level listed:

Domain # and Name	Competency #	Level in this Course	Competency Title	Competency Description	Assessed By:
Domain 1: KNOWLEDGE OF HEALTH CARE SYSTEMS	1	2	Functions of Healthcare Systems and Organizations	Understand and apply knowledge of the healthcare system and the environment in which healthcare managers and providers function	Discussion Post Case Study Research Assignment

	2	2	Healthcare Environments	Interpret key laws and regulations as they relate to the healthcare environment Compare global healthcare systems, including the U.S., regarding access, affordability, and quality.	Discussion Post Research Assignment
	3	3	Patient and Provider experiences	Exhibit understanding of how stakeholder incentives affect behavior costs, and other outcomes Apply policies and tools that promote equitable care practices Apply a population health approach to improving health outcomes and eliminating health disparities	Discussion Post

Domain 2: Communication and Interpersonal Effectiveness	1	2	Communication Skills	Demonstrate effective oral, written and presentation skills Exhibit active listening behaviors and open communication styles	Discussion Post Case Study Research Assignment
	2	2	Interpersonal Skills	Demonstrate ability to identify and engage key stakeholders Apply appropriate interpersonal communication tools to a variety of settings and audiences	Discussion Case Study
	3	2	Conflict Management and Negotiation Skills	Employ conflict management tools to help employees improve work relationships Demonstrate ability to manage divergent and competing needs within an organization and arrive at suitable resolutions.	Discussion Case Study
Domain 3: Critical Thinking and	1		Critical Thinking	Apply appropriate data and tools	Discussion Post Case Study

problem solving				to solve problems and make decisions	Research Assignment
	2		Problem Solving	Demonstrate aptitude for collaborative approaches to problem solving	Discussion Post Case Study Research Assignment
Domain 4: Management and Business Skills	1	2	General Management	Distinguish the advantages and disadvantages of various organizational designs Apply quality improvement theories and approaches to practical situations	Discussion Post Case Study Research Assignment
	2	1	Strategic Management	Critique an organization's vision, mission, and strategic plan Apply methods and tools to strategic human resources management	Discussion Post Case Study Research Assignment

	5	3	Human Resource Management	Apply strategic human resources tools and data Recognize the various roles and responsibilities within an organization and the impacts each have on the others	Discussion Post Case Study Research Assignment
Domain 5: Leadership, Professionalism and Ethical Behaviors	1	2	Leadership Skills and Behaviors	Apply appropriate leadership styles and approaches to organizational performance and improvement Clearly articulate vision and mission of an organization	Discussion Post Case Study
	2	2	Professional Development	Apply personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment	Discussion Post Research Assignment

				to lifelong learning and improvement.	
	3	2	Organizational and Professional Ethics	Apply ethical decision-making approaches to various dilemmas and situations Operate from a position of integrity and alignment with organization's mission and values	Case Study Research Assignment Project
	4	2	Organizational Culture	Demonstrate inclusive behaviors, appreciation for diversity, and cultural awareness Exhibit leadership practices that support team effectiveness	Discussion Post Case Study

Content Outline

Week	Dates	Chapters	Topics	Discussion	Case Study	Research *	Project **
1	8/22/2022	1	Strategic HR	X			
	8/28/2022	2	Employment Law		X		
		3	Healthcare Professionals			X	
2	8/29/2022	4	Credentialing	X			
	9/4/2022	6	Job Analysis/Job Design		X		
3	9/5/2022	8	Performance Management		X		
	9/11/2022	9	Compensation	X			
		10	Employee Benefits			X	
4	9/12/2022	5	Diversity			X	
	9/18/2022	7	Recruitment		X		X
5	9/19/2022	11	Organizational Development/Learning	X		X	
	9/25/2022						
6	9/26/2022	12	Managing with Organized Labor		X		
	10/2/2022						
7	10/3/2022	14	The Nurse Workforce	X			
	10/9/2022	15	HR Practices for Quality/Safety Final Project Due			X	
8	10/10/2022		Wrap Up				
	10/13/2022		Reflection Paper				

*Note 1: Research assignments are due two weeks after assigned. Check D2L for the specific due dates.

**Note 2: Project will be due at the end of the 7th week.

Required Learning Resources or Textbook

Required Textbook:

Required Textbook: Fried, B. & Fottler, M.D. (2015). *Human Resources in Healthcare: Managing for Success*, (4th ed). Chicago, IL

Suggested Supplemental Reading:

Provided in the D2L course materials.

Instructor Provided Resources:

Videos and online Reading Resources may be provided several times during the course, along with pertinent podcasts.

Course Requirements

Time Commitment

This online course runs for four (4) weeks. Each module lists the start and due date for each assignment (look in each D2L page for the specific dates. Research assignments are due every two weeks).

This course is critical in the MHA curriculum. Plan to spend 12 to over 20 hours per week reading assigned text, completing assignments, discussing with classmates, case studies, and project that is detailed in the syllabus.

Instructional Procedures

For the MHA curriculum, **many higher learning objectives are targeted**. These may include, but not be limited to lecture, guest speakers to review, inverted classrooms (where students teach Instructor), discussions, videos, class projects, presentations, and exams.

D2L

You will access most course content and activities through D2L. You must submit all quizzes, exams, written assignments, projects, and other graded items through the appropriate D2L assignment submission folder or quiz area. I will not accept nor grade anything submitted by email or other means. All course-related discussions should be through the D2L Discussions tool.

If anything requires going to an outside site, I will provide clear instructions.

Expectations on assignments, due dates, and exam make-up

- Obtaining a textbook for the course is the student's responsibility. Obtain a book from any source in time to submit the first assignments by the due

dates. Not having a text is not an acceptable reason to be untimely in submitting an assignment.

- Exams will cover the materials assigned.
- There will be no points earned for assignments submitted late, unless approved by instructor. See Late Work/Extension policy below
- An online course represents a convenience of not having to commute to or attending class physically. However, students are expected to be available during the window of availability to sit for timed exams. Students are also expected to stay current with assignments and readings so the limitation on time to take exams is not a barrier to performance.
- Promptly communicate technical and other course issues or problems to the instructor.
- Adhere to all of the guidelines regarding academic honesty, which can be found among other institutional policies in the APSU Student Handbook.
- No make-up will be given for in class quizzes, exams, or assignments without a prior notice of absence, or an excused absence. Discretion may be applied as to whether the reason for missing a scheduled assignment, exam, or quiz is valid. Students missing exams or assignments may consider their best option is to withdraw and/or repeat the course, if too many points are lost.
- Students must check into the course a minimum of three days per week to participate in the discussion forums actively and substantially and to complete required online course activities.
- Read the syllabus and the information in D2L Contents and other areas to fully understand an assignment. Submit assignments into the drop boxes provided. Assignments submitted by email, mail, or into the wrong drop box will not be graded and not earn points toward the final grade.
- Check in on the D2L announcements every day to stay up to date and get information about changes in the exams, assignments, or discussion boards.

Instructor Expectations

- An attempt will be made by the instructor to respond to emails within 24 hours Monday through Friday. Response times may vary during weekends and holidays.
- Give timely and thorough feedback on all assignments and assessments. In this course, feedback will be provided within 6 days of assignment/assessment submission.
- Post weekly announcements at the beginning of each module to update the class on progress and upcoming assignments/assessments.
- Set the tone of the course and lead the process of building an online learning community.

Communication Policy

- Weekly announcements will be made through D2L on the “Announcements” page.
- Please be sure to check your APSU email and D2L on a regular, if not daily, basis.
- If you have problems with accessing your APSU email account or D2L, contact GovsTech at 931-221-4357 or email govstech@apsu.edu.
- The best way to contact me directly via email at covellag@apsu.edu
- If needed, Zoom video conferences, phone calls, or office visits can be scheduled via email

Late Work/Extension Request Policy

Due dates for each assessment/assignment in this course will be specified in the course site. Late submissions will be accepted only at the discretion of the instructor. Grade deductions up to and including a zero score may be assigned for late submissions at the discretion of the instructor.

Discussion Forums

These will be announced in advance. This will allow participation in posting comments on a topic related to our studies. Assessment of your postings will be based on frequency, focus, number of other postings read, and usefulness of your posting. Each Forum will allow you an opportunity to earn points. The instructor has the capacity to establish frequency, and

timeliness of postings to determine points to be awarded. For private matters, students are encouraged to use e-mail to the instructor, not discussion forums. **Initial posts should be a minimum of 250 words and replies 150 words.**

Students are expected to conduct their interactions in a professional manner and commensurate with the Academic Honor Code and personally complete course requirements. Failure to complete all course requirements will be grounds for assigning a failing grade. There is no “make up” for failing to post in discussions during the allowed time.

Writing Expectations

Strong written communication skills are a primary requirement for most employers. As such, written communication is an important component of your Austin Peay education. Written materials must adhere to standard American English. Please proofread your discussions, assignments, and projects before submitting them. I will grade for content, completeness, organization, spelling, grammar, and punctuation, as well as demonstration of knowledge gained in the course and your ability to apply it.

Our course and the health systems management industry use the APA 7 Style Guide for citations.

Basis and Methods for Grading

Grades will be determined as follows:

Assignment	Number	Point Each	Total Possible Points
Case Study	5	25	125
Discussion Post	5	25	125
Research Assignment	5	50	250
Project	1	100	100
Total	16		600

Details for the above grade items are elsewhere in this syllabus, or will be available in attachments, online or in class, as D2L modules.

Grade Points

A = 540 - 600
B = 480 - 539
C = 420 - 479
D = 360 - 419
F = <= 359

To calculate your percentage/letter grade during the course, divide the total number points you have earned by the total number of points possible and multiple by 100. This will give you the percentage associated with the letter grades.

Grades earned will typically be reported in D2L as points towards 600 total possible. Students may track these and determine a grade status by dividing points earned to date by points possible to that date. Accumulated points earned by the students will determine final grades. Points earned can be matched to a letter grade using the schedule above

Attendance Policy

You are expected to participate in all instructional activities. The expectation for online course participation is similar to attending an in-person course; however, with some slight differences. Student “attendance” in online courses will be defined as active participation in the course as described in the individual course syllabus. Online courses will, at a minimum, have weekly opportunities for student participation, which can be documented by any or all of the following methods: tracking student records in D2L; submission/completion of assignments; and communication with the instructor.

Students who do not complete the course attendance requirements within the drop/add period for the course will be dropped from the course.

(Drop/add and withdrawal dates are listed in the published semester schedule and College Catalog). Students who fail to maintain active participation in an online course as defined in the course syllabus will be processed in accordance with the College's current attendance policy.

Communication Policy:

- Weekly announcements will be made through D2L on the "Announcements" page.
- Please be sure to check your APSU email and D2L on a regular, if not daily, basis.
- If you have problems with accessing your APSU email account or D2L, contact GovsTech at 931-221-4357 or email govstech@apsu.edu.
- The best way to contact me directly via email at covellag@apsu.edu
- If needed, Zoom video conferences, phone calls, or office visits can be scheduled via email

Students with Disabilities

Austin Peay State University abides by Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap." Disabilities covered by law include, but are not limited to, learning disabilities, hearing, sight, or mobility impairments.

If you have a documented disability that may have some impact on your work in this class and for which you may require reasonable accommodations, communicate with me and Disability Services in Morgan University Center 114 on the Clarksville Campus, 931-221-6230, disabilityservices@apsu.edu, so that reasonable accommodations may be arranged. For more information, please visit the [APSU Disability Services website](#).

Policy on Minors

Minors in the classroom According to APSU policy #3:032, minors, defined as those under the age of 18, are not allowed in classrooms. While extenuating circumstances do occur and make it difficult for some students to attend without bringing children with them on occasion, the University policy will be enforced and requests for children to be in the classroom will be denied. Minors are also not allowed in academic labs, computer labs, science labs, or the library. Children are also not to be left in halls outside classrooms. Please be aware that the policy on unattended minors is for the purpose of ensuring that our classrooms are conducive to learning and for the safety and protection of minors. For additional information on minors on campus, contact the Office of Student Affairs in the Morgan University Center.

Service Animals in the Classroom

Consult [Policy 3:007 Animals on Campus*](#) for appropriate situations allowing service animals in the classroom.

Academic and Classroom Misconduct

Students are expected to conduct themselves appropriately at all times. Academic and classroom misconduct will not be tolerated. Students must read the Code of Student Conduct† in the new Student Handbook for an understanding of what will be expected of them within the academic setting. APSU Policy 3:005 Student Academic and Classroom Misconduct will be followed in reporting any suspected cases of academic misconduct.

Caveat

This syllabus is not a contract and that circumstances may require that the stated requirements could change.

APSU Course Evaluations

This important tool will be available to you during a time that will be announced during the course. All feedback you submit for the in-course surveys and the end-of-course evaluation is anonymous.

CoBHS Diversity Statement

The College of Behavioral and Health Sciences values human diversity in all its richly complex and multi-faceted forms. Elements of diversity may be expressed through race and ethnicity, culture, political and social views, religious and spiritual beliefs, language and geographic characteristics, gender, gender identities and sexual orientations, learning and physical abilities, age, and social or economic classes. Every student will be treated fairly and with respect. Students will be valued and encouraged to share their unique perspective as an individual, not as a representative of any group. Course curriculum will respect diversity of thought, background, and experience within materials and student activities. These values are consistent with the mission of the Office of Equity, Access, and Inclusion.

Title IX statement

Austin Peay State University is committed to providing a safe learning environment for all students that is free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents, know that you are not alone. APSU has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more. Please feel free to contact LaNeeça R. Williams, Title IX Coordinator by phone at (931)221-7690 or by email at Williamslr@apsu.edu.

Divisive Concepts Legislation

APSU is committed to the free and full exchange of ideas and perspectives that is central to the educational enterprise. We are also committed to encouraging students—and all people—to be exposed to, and think critically about, sensitive topics and issues. This is an essential element of higher education and necessary to better prepare students for community participation and robust civic engagement. Curricular materials on concepts

including but not limited to racism, sexism and classism may be presented and discussed in this class; while students are expected to master course content, it is not expected that students endorse or subscribe to any theory or viewpoint.