

 FLORIDA ATLANTIC UNIVERSITY	COURSE CHANGE REQUEST Undergraduate Programs	UUPC Approval <u>2/26/24</u> UFS Approval _____ SCNS Submittal _____ Confirmed _____ Banner Posted _____ Catalog _____
	Department Management Programs College Business	
Current Course Prefix and Number HSA 4110		Current Course Title Health Care Organization and Administration
<i>Syllabus must be attached for ANY changes to current course details. See <u>Template</u>. Please consult and list departments that may be affected by the changes; attach documentation.</i>		
Change title to: Organizational Behavior in Health Care Change prefix From: _____ To: _____ Change course number From: _____ To: _____ Change credits* From: _____ To: _____ Change grading From: _____ To: _____ Change WAC/Gordon Rule status** Add <input type="checkbox"/> Remove <input type="checkbox"/> Change General Education Requirements*** Add <input type="checkbox"/> Remove <input type="checkbox"/> <small>*See Definition of a Credit Hour. **WAC/Gordon Rule criteria must be indicated in syllabus and approval attached to this form. See <u>WAC Guidelines</u>. ***GE criteria must be indicated in syllabus and approval attached to this form. See <u>Intellectual Foundations Guidelines</u>.</small>		Change description to: This course examines organizational behavior and theory within the context of health care organizations. Health care organizations face numerous challenges in leadership, group dynamics, conflict management, and enacting change. This course begins to address these issues by providing a deeper understanding of human behavior in various health care organization settings. Health care organizations will be viewed from system, organizational, group, and individual levels to understand their dynamics and how they can be successfully navigated and managed. Change prerequisites/minimum grades to: Change corequisites to: Change registration controls to: Please list existing and new pre/corequisites, specify AND or OR and include minimum passing grade (default is D-).
Effective Term/Year for Changes: Fall 2024		Terminate course? Effective Term/Year for Termination:
Faculty Contact/Email/Phone Dr. Pierre Alexandre / alexandrep@fau.edu / 561-297-3198		
Approved by Department Chair <u>Ethlyn Williams</u> College Curriculum Chair <u>Julia Huggs</u> College Dean <u>Dr. [Signature]</u> UUPC Chair <u>Korey Sarge</u> Undergraduate Studies Dean <u>Dan Macroff</u> UFS President _____ Provost _____		Date <u>1/29/2024</u> <u>2/4/24</u> <u>2/4/24</u> <u>2/26/24</u> <u>2/26/24</u> _____ _____

Email this form and syllabus to mjenning@fau.edu seven business days before the UUPC meeting.

The banner features a background of palm trees against a blue sky. In the bottom left corner, there is a stylized owl logo in blue and red. The text is centered in the upper portion of the banner.

HSA 4110-031 ORGANIZATIONAL BEHAVIOR IN HEALTH CARE

Tuesday 6:30-9:20 pm

LA 124 and live remote

3 credits

Fall 2023

Dr. Goodrick

Office: LA 476

Office hours: Tuesday 5:30-6:30 pm and by appointment

Telephone: 954-297-1274

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Course Description

This course examines organizational behavior and theory within the context of health care organizations. Health care organizations face numerous challenges in leadership, group dynamics, conflict management, and enacting change. This course begins to address these issues by providing a deeper understanding of human behavior in various health care organization settings. Health care organizations will be viewed from system, organizational, group, and individual levels to understand their dynamics and how they can be successfully navigated and managed.

Instructional Method

This course is designated as an “in person with live remote option” class compressed in a half semester format. This means that all course material presented is available remotely (zoom) as well as in person. The compressed format means that the material will be presented at twice the rate as in a regular semester course. Some of the material will be available on Canvas as we cannot cover as much material as necessary in the reduced number of class periods. You will have homework due every week including the first and an exam every three weeks. I will be posting power points and other class materials in Canvas. All your homeworks will be submitted via Canvas and you also will take your exams through Canvas.

Prerequisites/Co-requisites

Prerequisite: HSA 3111

According to Florida State Statute 6A-10.033, students must spend a minimum 2,250 minutes (37.5 hours) of in class time during a 3-credit course. Additionally, students enrolled in a 3-credit course are expected to spend a minimum of 4,500 minutes (75 hours) of out-of-class-time specifically working on course-related activities (i.e., reading assigned pieces, completing homework, preparing for exams and other assessments, reviewing class notes, etc.) and fulfilling any other class activities or duties as required.

Course Objectives/Student Learning Outcomes

Upon completion of the course, students should be able to:

- Understand the variety and complexity of the manager's role in guiding complex health services organizations, including issues related to motivation, culture, and work design.
- Understand the nature of professional work and the unique attributes of managing professional organizations.
- Diagnose and improve the communication and coordination challenges facing a health services organization.
- Understand the power and influence of different professional groups.
- Recognize and effectively deal with planned and unplanned change in organizations.
- Understand various perspectives on and dimensions of leadership and be able to diagnose what leadership styles may be most effective given particular situations and circumstances.

Required Texts/Materials/Readings

You may purchase either the older version of the text or the new, whichever is cheaper for you. Assignments are provided for both editions.

Johnson, James A. (2009). *Health Organizations: Theory, Behavior, and Development*. Jones and Bartlett Publishers. ISBN 13:978-0-7637-5053-4.

Johnson, James A. & Rossow, Caren C. (2019). *Health Organizations: Theory, Behavior, and Development*. Jones and Bartlett Publishers. ISBN 9781284109825

Course Evaluation Method

Test 1	25%
Test 2	25%
Test 3	25%
Homework (5/6)	15%
Participation	10%

	100%

Course Grading Scale

A	93-100	
A-	90-92	
B+	87-89	
B	83-86	
B-	80-82	
C+	77-79	Grades above the line are passing
<u>C</u>	<u>73-76</u>	<u>in the Health Administration major</u>
C-	70-72	
D+	67-69	
D	63-66	
D-	60-62	
F	Below 60	

Policy on Makeup Tests, Late Work, and Incompletes

Missing Exams

Students with legitimate conflicts may make arrangements to take exams before scheduled date. Documentation of medical or other emergency required to make up missed exam.

Late Assignments

Homework (see below) submitted within 24 hours is penalized one grade. Otherwise, no credit is given for homework not submitted on time.

Attendance Policy

Students are expected to attend either in person or via zoom. I will take attendance. If you do not join a breakout room when participating via zoom, you will be counted as absent for the class. One absence is permitted to take care of unforeseen circumstances. Beyond this, your participation grade is affected (5 point deduction per class period). The only exception is documented illness.

Etiquette and/or Netiquette Policy

Students are expected to turn their phones to vibrate (if necessary) and not text or surf the internet during class.

Incompletes

A student who is passing a course, but has not completed all work due to exceptional circumstances may temporarily receive a grade of incomplete (“I”). The assignment of the “I” grade is at the discretion of the instructor, but is allowed only if the student is passing the course. The College of Business policy on the resolution of incomplete grades requires that all work required to satisfy an incomplete (“I”) grade must be completed within a period of time not exceeding one calendar year from the assignment of the incomplete grade. After one calendar year, the incomplete grade automatically becomes a failing (“F”) grade.

Course Outline

Week of	Topic and Reading Assignment	Assignment due
10/15	Course Introduction & motivation Course introduction and overview Ch. 3 & 4 (just skim sections corresponding to power points) (both book versions) Available on Canvas Motivation Ch 6 (old) Ch 7 (new) Short motivation cases In class and remote	HW#1
10/22	Professionals & Culture Professionals Ch 15 & Ch 18 pp 331-334 (old) Ch 13 pp 176-179 & Ch 16 (new) Video: The Doctor (on Canvas-watch before class) Case: Managing Experts In class and Remote Culture, Values, and Ethics Ch 13 (old) Ch 15 (new) In Class and Remote	HW #2
9/29	Exam 1 Online at regularly scheduled class time (open book)	

Week of	Topic and Reading Assignment	Assignment due
11/5	<p data-bbox="375 394 623 432">Power and Conflict</p> <p data-bbox="375 470 526 541">Ch 8 (old) Ch 9 (new)</p> <p data-bbox="375 579 894 651">Video: Laura Esserman: Paths to Power (on Canvas-watch before class)</p> <p data-bbox="375 688 488 726">Conflict</p> <p data-bbox="375 764 558 835">Ch. 9 (old) Ch. 10 (new)</p> <p data-bbox="375 873 805 945">Negotiation role play (on Canvas-watch before class)</p> <p data-bbox="375 982 647 1020">In class and remote</p>	HW #3
11/12	<p data-bbox="363 1129 954 1167">Decision making, communication, and groups</p> <p data-bbox="375 1239 862 1276">Decision making and communication</p> <p data-bbox="375 1314 542 1386">Ch 12 (old) Ch 15 (new)</p> <p data-bbox="375 1423 743 1495">Video: The Josie King Story (on Canvas)</p> <p data-bbox="375 1533 737 1570">Group and Team Dynamics</p> <p data-bbox="375 1608 526 1680">Ch 7 (old) Ch 8 (new)</p> <p data-bbox="375 1717 769 1789">Video: UCSF Diabetes Center (In class and remote)</p>	HW #4

Week of	Topic and Reading Assignment	Assignment due
11/19	Test 2 Online at regularly scheduled class time (open book)	
11/26	Organizational design and leadership Organizational design Case: Debate Time 10.1 on Oriole Women's Shelter in reading Video: River Wild (on Canvas) Management & Leadership Theory Ch 10 & pgs 194-199 (old) Ch 6 (new) Videos: Laura Esserman I have a dream In class and remote	HW#5
12/3	Change Management & the Learning Organization Supplied instructor reading Ch. 16, pages 302-304 (old) Ch 18, pages 260-265 (new) Video cases: Paul Levy: Beth Israel Deaconess Medical Center Children's Hospital	HW #6
12/10	Test 3 Online at regularly scheduled class time (open book)	

Course Requirements

PARTICIPATION

A course like this turns on your willingness to make it a learning experience for yourself and those around you. Given the mixed format of the course and the reduced reliance on a lecture format, learning will be highly dependent upon the quantity and quality of participation. I expect each of you to participate fully in all class discussions and exercises. At the end of the term, the instructor will make a judgment of your overall contribution to the class throughout the term. Class attendance will have a positive impact because you must be present in class in order to contribute to it. Active and substantive involvement in class discussion will also have a positive impact. Disruptions such as arriving late, leaving early, or disturbing others will have a negative impact. Distractions such as using a device (phone, laptop, ect.) for non-class purposes will also have a negative impact. Not joining breakout rooms for those participating via zoom will be viewed as an absence as it will be clear that you signed on but are not actually present. If you are unable to attend class because of illness, please let me know via email and provide appropriate documentation.

HOMEWORK ASSIGNMENTS

In addition to this basic requirement of participation, there are homework assignments which are due the day before class before midnight. Homework assignments are based on the readings assigned for the week and are opportunities to integrate the material more fully before attending class. Each homework should be typed and usually be between 2 and 3 pages double spaced. They should be submitted by 11:59 pm the day before they are due. I will accept homework that is late if it is submitted within 24 hours but a one grade penalty will be incurred. NO assignments will be accepted if I receive them past that time.

Assignments and due dates are listed below:

- 10/16 1. Answer the following questions: 1) Think about a time you were motivated. Use TWO theories in Chapter 6 (old version) or Chapter 7 (new version) (use this week's reading) to explain why. 2) Think about a time you were not motivated. Use TWO theories in Chapter 6 to explain why not. These situations should be, if at all possible, work related. You can use the same theories, if you wish, to explain both why you were motivated and why you were not. If you do not yet have your book, you can use theories from any management textbook you can get from the library. (Motivation theories are similar across texts)

- 10/23 2. Describe the culture of an organization with which you are familiar using concepts in the reading. (any type of organization—can be a church or a sorority, for example, in addition to an organization in which you work). You may interview someone if you have limited experience.
- 11/6 3. Describe a situation, either from your own experience or the media, in which an individual was powerful. Use concepts from the reading to analyze why the person was able to be influential.
- 11/13 4. Describe a group that you participate (or have participated in) at work or in another setting (e.g., volunteer work or school). Integrating concepts from the reading, analyze your group's functioning. (You must include concepts from chapter.) What do you think are the strengths, weaknesses, and/or challenges of this group or team? If you could change anything, how would you improve the functioning and performance of this group?
- 11/27 5. Why do you want to be a leader? What is your conception of what a leader is? If you have no desire to be a leader then answer the following question instead. What traits and behaviors characterize a leader you admire? Explain how that leader is effective?
- 12/4 6. What are the two most important things you learned in this class? Explain how what you have learned has affected how you understand and/or behave.

Full credit on the set of homework assignments is equivalent to getting "S" (satisfactory) (10 points) on five of the six assignments. I am allowing this, in part, to take care of the random, unforeseeable events which sometimes crop up during the semester. Given this policy, do not ask me for special consideration on additional missed assignments. In the past, I have used "exceptional" performance on homework as a criteria in borderline grade cases. On Canvas, there will be a separate column indicating whether you received an additional 2 points for Exceptional performance. These extra points are only directly added to your homework grade when you have received less than full credit (10 points) on another assignment.

TESTS

There are three exams in this class that will taken online during the regularly scheduled class time as indicated on the syllabus. The tests will be multiple choice and true & false. The exams are not cumulative. The exams are not cumulative. The exams are open book. That is not that much of an advantage as the exam requires that you be able to apply course concepts (as opposed to just memorize definitions). Tests will be randomly constructed from a test bank ensuring that no ones' test will be exactly alike.

Counseling and Psychological Services (CAPS) Center

Life as a university student can be challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few – offered to help improve and maintain emotional well-being. For more information, go to <http://www.fau.edu/counseling/>

Disability Policy

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodations due to a disability to properly execute coursework must register with Student Accessibility Services (SAS) and follow all SAS procedures. SAS has offices across three of FAU's campuses – Boca Raton, Davie and Jupiter – however disability services are available for students on all campuses. The SAS website is www.fau.edu/sas/.

Academic Integrity

Academic honesty in the health administration program at FAU is inseparable from professional integrity in the health care field. Students and interns are often employed in health care organizations or provided access to sensitive information through the courtesy of the institutions that support our educational endeavors. Consequently, any ethical abuses by students involve much more than cheating on grades or violations of university policy--they have legal and financial implications for our affiliate institutions, life and death implications for their patients, and career implications for you if you choose to gamble with your professional reputation. You are now at the beginning of your professional career and will be held to professional standards of conduct. Your future professional associations and job recommendations will be shaped by the reputation you develop among faculty and your peers while here at FAU, so begin building a reputation that will take you where you want to go in life.

CHEATING

Cheating on exams or submitting the work of others as your own is justification for an F in the course and possible suspension or termination from the university.

Common forms of cheating:

1. Unauthorized assistance: The presentation of material that has been obtained through someone else's efforts and utilized as part of an examination, course assignment, or project. The unauthorized possession or use of an examination or course related material may also constitute cheating.
2. Plagiarism: The deliberate use of another's work without any indication of the source, thereby attempting to convey the impression that such work is the student's own. Any student who knowingly helps another violate academic is also in violation of the standards.

Religious Accommodation Policy Statement

In accordance with rules of the Florida Board of Education and Florida law, students have the right to reasonable accommodations from the University in order to observe religious practices, observances, and beliefs with regard to admissions, registration, class attendance and the scheduling of examinations and work assignments. For further information, please see FAU Regulation 2.007 at: [FAU Regulation 2.007](#).

University Approved Absence Policy Statement

In accordance with rules of the Florida Atlantic University, students have the right to reasonable accommodations to participate in University approved activities, including athletic or scholastics teams, musical and theatrical performances and debate activities. It is the student's responsibility to notify the course instructor at least one week prior to missing any course assignment.

University Approved Attendance Policy Statement

Students are expected to attend all of their scheduled University classes and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is determined by the instructor, and the University reserves the right to deal at any time with individual cases of non-attendance. Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations or participation in University-approved activities. Examples of University-approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absences and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student's final course grade as a direct result of such absence.

Withdrawals

Any student who decides to drop is responsible for completing the proper process required to withdraw from the course.

Canvas

Most issues in Canvas can be resolved by clicking on the "Help" tab located on the menu bar.

Upon clicking the "Help" tab, you will be able to:

- Report a problem
- Search Canvas guides

Additional Technical Support

1. Contact the eLearning Success Advisor for assistance: 561-297-3590
2. If you can, take a Print Screen image of the monitor when the problem occurs. Save the image as a .jpg file. If you are unfamiliar with creating a Print Screen image, visit [Link to Print Screen Instructions](#).

3. Complete a Help Desk ticket ([Link to Help Desk](#)). Make sure you complete the form entirely and give a full description of your problem so the Help Desk staff will have the pertinent information in order to assist you properly. The process includes the following steps:
 - a. Select “Canvas (Student)” for the Ticket Type.
 - b. Input the Course ID.

In the Summary/Additional Details section, include your operating system, internet browser, and Internet service provider (ISP).
 - c. Attach the Print Screen file, if available.

4. If you do not hear back from a Help Desk representative in a timely manner (48 hours), it is your responsibility to follow up with an appropriate staff member until a resolution is reached.

5. Once you have submitted a Help Desk Ticket, inform your instructor. Include all pertinent information of the incident (steps 3b-d above). Keep your instructor informed of the status.

Technical Problem Resolution Procedure

In the online environment, there is always a possibility of technical issues (e.g., lost connection, hardware or software failure). Many of these can be resolved relatively quickly, but if you wait until the last minute before due dates, the chances of these glitches affecting your success are greatly increased. Please plan appropriately. If a problem occurs, it is essential that you take immediate action to document the issue so your instructors can verify and take appropriate action to resolve the problem.

Recommended Browsers

Canvas supports the latest two versions of the most widely used browsers. We have learned that Canvas works better with Google Chrome and Mozilla Firefox than with Internet Explorer. If Internet Explorer is currently your only browser, consider installing Chrome or Firefox. We highly recommend updating to the **newest version** of whatever browser you are using as well as updating to the most recent Flash plug-in.

For more details, see [Which Browsers Does Canvas Support?](#)