

## Health Information Organization & Supervision (HITT 2239) Online



**Credit:** 2 semester credit hours (2 hours lecture; 1 hour lab)

**Prerequisite/Co-requisite:** HITT 1301, HITT 1253, HITT 1345

### Course Description:

Principles of organization and supervision of human, financial, and physical resources.

### Required Textbook and Materials:

1. *Management Principles for Health Professionals* by J. Liebler, 6<sup>th</sup> edition. Jones and Bartlett Publishing
  - a. ISBN: 978-1-4496-1468-3
2. Internet access.

### Course Objectives:

*Upon completion of the course, the student should be able to:*

1. Coordinate the utilization of internal and external resources.
2. Develop and/or improve problem solving and conflict resolution techniques.
3. Build leadership, decision-making, and team building techniques.
4. Present case analysis through oral and written presentations.

### SCANS Skills and Competencies:

Beginning in the late 1980's, the U.S. Department of Labor Secretary's Commission on Achieving Necessary Skills (SCANS) conducted extensive research and interviews with business owners, union leaders, supervisors, and laborers in a wide variety of work settings to determine what knowledge workers needed in order to perform well on a job. In 1991 the Commission announced its findings in *What Work Requires in Schools*. In its research, the Commission determined that "workplace know-how" consists of two elements: foundation skills and workplace competencies. The three-part foundation skills and five-part workplace competences are further defined in the SCANS attachment.

### Course Outline:

1. The changing scene: organizational adaptation and survival
  - a. The changing health care scene
  - b. Regulation of the health care industry
  - c. The managed care era
  - d. Capitation: a logical progression
  - e. Provider growth: mergers and affiliations
  - f. The virtual enterprise
  - g. Impact of technology
  - h. Social and ethical factors
2. The challenge of change
  - a. The impact of change
  - b. The manager as change agent
  - c. Review of successful change
3. Introducing organizational survival strategies
4. Bureaucratic imperialism
5. Co-optation
6. Hibernation and adaptation
7. Goal succession, multiplication and expansion
8. Organizational life cycle

- d. Change and resistance to change
3. Today's concept of organizational management
  - a. The nature of management: art or science
  - b. Functions of the manager
  - c. The history of management
  - d. The systems approach
  - e. Viewing the work organization as a total system
  - f. Formal versus informal organization
  - g. Classification of organizations
  - h. Classification of health care organizations
  - i. Classic bureaucracy
  - j. Consequences of organizational form
  - k. The clientele network
  - l. Clients
  - m. Suppliers
  - n. Controllers
  - o. Adversaries
4. Planning
  - a. Characteristics of planning
  - b. Participants of planning
  - c. Planning constraints or boundaries
  - d. Characteristics of effective plans
  - e. Core values, philosophy, and mission statements
  - f. Overall goals
  - g. Objective
  - h. Functional objectives
  - i. Policies
  - j. Procedures
  - k. Methods
  - l. Rules
  - m. Project planning
  - n. Strategic planning
  - o. The plan and the process
  - p. Space renovation and planning
5. Decision making
  - a. Definition
  - b. Participants in decision making
  - c. Evaluating decision's importance
  - d. Steps in decision making
  - e. Barriers to rational choice
  - f. Bases for decision making
  - g. Decision-making tools and techniques
  - h. Health care practitioners as decision makers
  - i. How bad decisions get made
6. Organizing
  - a. The process of organizing
  - b. Fundamental concepts and principles
  - c. The span of management
  - d. Line and staff relationships
  - e. The dual pyramid form of organization in health care
  - f. Basic departmentation
  - g. Specific scheduling
  - h. Flexibility in organization structure
  - i. The organizational chart
  - j. The job description
  - k. The credentialed practitioner as consultant
  - l. The independent contractor
  - m. Guidelines for contracts and reports
7. Improving performance and controlling the critical cycle
  - a. The continuing search for excellence
  - b. The management function of controlling
  - c. Six sigma strategies
  - d. Benchmarking
  - e. Tools of control
  - f. The critical cycle
8. Budgeting: controlling the ultimate resource
  - a. Uses of budget
  - b. Budget periods
  - c. Types of budget
  - d. Approaches to budgeting
  - e. The budgetary process

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- f. Capital expenses
  - g. Supplies and other expenses
  - h. The personnel budget
  - i. Direct and indirect expenses
  - j. Budget justification
  - k. Budget variances
  - l. The general audit
9. Committees and teams
- a. The nature of committees
  - b. The purpose and uses of committees
  - c. Limitations and disadvantages of committees
  - d. Enhancement of committee effectiveness
  - e. The committee chairperson
  - f. Committee member orientation
  - g. Minutes and proceedings
  - h. Where do teams fit in
  - i. As employee involvement increases
  - j. Employee teams and their future
10. Adaptation, motivation and conflict management
- a. Adaptation and motivation
  - b. Patterns of accommodation
  - c. Theories of motivation
  - d. Practical strategies for employee motivation
  - e. Appreciative inquiry
  - f. Conflict
  - g. Organizational conflict
  - h. The labor union and collective bargaining
11. Training and development: the backbone of motivation and retention
- a. Employee development
  - b. Orientation
  - c. Training
  - d. Mentoring
12. Authority, leadership, and supervision
- a. The concept of power
  - b. The concept of influence
  - c. The concept of formal authority
  - d. The importance of authority
  - e. Sources of power, influence, and authority
  - f. Restrictions on the use of authority
  - g. Importance of delegation
  - h. Leadership
  - i. Orders and directives
  - j. Discipline
13. Human resource management: a line manager's perspective
- a. "Personnel" equals people
  - b. A vital staff function
  - c. A service of increasing value
  - d. Learning about your human resource department
  - e. Putting the human resource department to work
  - f. Some specific action steps
  - g. Further use of human resources
  - h. Wanted: well-considered input
  - i. Understanding why as well as what
  - j. Legal guides for managerial behavior
  - k. An increasingly legalistic environment
  - l. Emphasis on service
14. Communication: the glue that binds us together
- a. A complex process
  - b. Communication and the individual manager
  - c. Verbal (oral) communication
  - d. Written communication
  - e. Communication in organization
15. Day-to-day management for the professional-as-manager
- a. Two hats: specialist and manager
  - b. A constant balancing act
  - c. The ego barriers
  - d. The professional managing the professional
  - e. Leadership and the professional
  - f. Some assumptions about people

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- g. Style and circumstances
- h. The professional and change
- i. Methods Improvement
- j. Employee problems
- k. Communication and the language of the professional
- l. An open-ended task

<b>Grade Scale:</b>	
90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

<b>Course Evaluation:</b>	
Final grades will be calculated according to the following criteria:	
Course Assignments/Resume	20%
Participation/Discussions	20%
Unit Exams (3)	45%
Final Exam (Proctored)*	15%

\*The student will be required to take the final exam in a proctored environment.

**Course Requirements:**

1. Students can complete this course without physically visiting the institution offering the course.
2. The student will complete chapter assignments.
3. The student will prepare a resume.
4. The student will post discussions as instructed along with any other assignments instructed to complete.
5. The student will complete online quizzes, unit exams and the final exam by the due dates shown on the course calendar.
6. The student will be required to take the final exam in a proctored environment. If you live within 60 miles from campus, please plan to take the proctored exam within the LIT ACT Testing Center located in T1 Building. Learners from a distance may make alternative arrangements.

**Course Policies:**

1. Students must provide their own textbooks, writing instruments, and other necessary supplies for classes.
2. Students must log onto Blackboard and access this course a minimum of 4 - 5 times per week.
3. Internet Usage- Students are expected to use proper net etiquette while participating in course emails, assignment submissions, and online discussions.
4. Cheating of any kind will not be tolerated. This includes plagiarism from any media form or from a classmate. If you are found to have plagiarized you will be dropped from the course immediately.

5. You may not access the Internet or any of your assignments or notes while taking an exam. All cell phones, iPods and any other instruments that would allow you Internet access must be out of reach while taking an exam.
6. Students must respect one another and all faculty.
7. No children or other family members or friends are allowed to attend class with student.
8. Students are expected to attend class. There are no “excused absences.” Daily attendance will be taken.
9. All exams will be taken on the scheduled dates. There will be **NO MAKE UP EXAMS.**
10. If you miss an exam, the final minus 20 points will count as the missed exam grade. You will receive a zero on any subsequent exams that you do not take at the designated time.
11. Exams are NOT open book. You are expected to know the material covering the exam and not utilize any material during the exam unless instructed otherwise.
12. All assignments are due when stated at the beginning of class including Blackboard assignments. Late assignments are not accepted.
13. If you are experiencing any computer issues, email your instructor immediately and contact the LIT Technical Services Department at 839-2074.
14. Additional course policies are outlined in “Classroom Policies” provided at the beginning of the semester.
15. Students are expected to following the Lamar Institute of Technology Code of Conduct and Disciplinary Policy.
16. **If you wish to drop a course, the student is responsible for initiating and dropping the course. If you stop logging-in to the course and do not complete the course drop process, then you will receive and “F” grade for the course.**
17. The instructor will respond to e-mail and voice mail communication within 24 hours Monday through Friday. Assignment grades will be published within 2 weeks of the assignment due date. The instructor will log into the course and have online office hours in the course “Chat Common Room” or through the “Who’s Online” function.

**Technical Requirements:**

The latest technical requirements, including hardware, compatible browsers, operating systems, software, Java, etc. can be found online at:

<http://kb.blackboard.com/pages/viewpage.action?pageId=25368512>

A functional internet connection, such as DSL, cable, or WiFi is necessary to maximize the use of the online technology and resources.

**Disabilities Statement:**

The Americans with Disabilities Act of 1992 and Section 504 of the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights for persons with disabilities. Among other things, these statutes require that all students with documented disabilities be guaranteed a learning environment that provides for reasonable accommodations for their disabilities. If you believe you have a disability

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requiring an accommodation, please contact the Special Populations Coordinator at (409) 880-1737 or visit the office in Student Services, Cecil Beeson Building

**Course Schedule:**

<b>Week of Semester</b>	<b>Topic</b>	<b>Textbook Reference</b>
Week 1	Orientation and Introduction; Chapter 1: The Changing Scene	Online <ul style="list-style-type: none"> <li>• Orientation and Introduction</li> <li>• Unit 1: Chapter 1</li> </ul> Textbook: Pp 1-28
Week 2	Chapter 2: The Challenge of Change	Online <ul style="list-style-type: none"> <li>• Unit 1: Chapter 2</li> </ul> Textbook: Pp 29-52
Week 3	Chapter 3: Today's Concept of Org Management	Online <ul style="list-style-type: none"> <li>• Unit 1: Chapter 3</li> </ul> Textbook: Pp 53-89
Week 4	Chapter 4: Planning <b>UNIT 1 TEST ( Chapters 1 – 4)</b>	Online <ul style="list-style-type: none"> <li>• Unit 1: Chapter 4</li> </ul> Textbook: Pp 91-126
Week 5	Chapter 5: Decision Making	Online <ul style="list-style-type: none"> <li>• Unit 2: Chapter 5</li> <li>• Textbook: Pp 127-189</li> </ul>
Week 6	Chapter 6: Organizing	Online <ul style="list-style-type: none"> <li>• Unit 2: Chapter 6</li> </ul> Textbook: Pp 195-219
Week 7	Chapter 7: Improving Performance	Online <ul style="list-style-type: none"> <li>• Unit 2: Chapter 7</li> </ul> Textbook: Pp 221-251
Week 8	Chapter 8: Budgeting <b>UNIT 2 TEST ( Chapters 5 – 8)</b>	Online <ul style="list-style-type: none"> <li>• Unit 2: Chapter 8</li> </ul> Textbook: Pp 255-280
Week 9	Chapter 9: Committees and Teams	Online <ul style="list-style-type: none"> <li>• Unit 3: Chapter 9</li> </ul> Textbook: Pp 285-320
Week 10	Chapter 10: Adaptation, Motivation	Online <ul style="list-style-type: none"> <li>• Unit 3: Chapter 10</li> </ul> Textbook: Pp 321-348
Week 11	Chapter 11: Training and Development	Online <ul style="list-style-type: none"> <li>• Unit 3: Chapter 11</li> </ul> Textbook: Pp 363-390

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Week 12	Chapter 12: Authority, Leadership & Supervision <hr/> <b>UNIT 3 TEST</b>	Online <ul style="list-style-type: none"> <li>• Unit 3: Chapter 12</li> <li>• Textbook: Pp 393-433</li> </ul>
Week 13	Chapter 13: Human Resource Management	Online <ul style="list-style-type: none"> <li>• Unit 4: Chapter 13</li> </ul> Textbook: Pp 435-463
Week 14	Chapter 14: Communication	Online <ul style="list-style-type: none"> <li>• Unit 4: Chapter 14</li> </ul> Textbook: Pp 465-498
Week 15	Chapter 15: Day-to-Day Management	Online <ul style="list-style-type: none"> <li>• Unit 4: Chapter 15</li> </ul> Textbook: Pp 499-525
Week 16	Review <hr/> <b>Final Exam (Chapters 13 – 15)</b>	