

HP&M 828
Human Resource Management
Spring 2004

19:10 - 22:00, Tuesday
1014 Orr-Major

Instructor: Jim Paul, Ph.D.
Office Hours: Tues & Wed 18:30-19:00
Immediately after class
and by appointment
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Required Texts

Flynn, W. J., Mathis, R. L., Jackson, J. H., & Langan, P. J. (2004). *Healthcare human resource management*. Mason, OH: Thomson South-Western.
Parker, Yana. (2002). *Damn good resume guide: A crash course in resume writing* (4th ed.). Berkeley, CA: Ten Speed Press.
Schein, E. H. (1988). *Process consultation: Its role in organization development* (2nd ed. Vol. 1). Reading, MA: Addison-Wesley.

Supplemental

Champoux, J. E. (2004). *At the Movies: Human Resource Management*. Mason, OH: South-Western.
Sabath, Ann Marie. (1993). *Business etiquette in brief: The competitive edge for today's professional*. Holbrook, MA: Bob Adams Publishers.

Course Description

This course offers a state-of-the-art integration of theoretical and evidence-based management of human resources in healthcare organizations. The focus of the course is on leadership of transformational human resource management processes by line managers in complex adaptive organizational systems. Leadership, change, organizational culture, management systems, and symbolic communication are emphasized. Students will also participate in career development activities including reflective writing assignments, presentations, and resume preparation. The content of this course is relevant to all practicing managers in healthcare organizations. This is a required course in the MHSA program that builds on material introduced in HP&M 810, 830, 833, and 835. It also prepares students to address the strategic management of human resources in HP&M 840. Prerequisite: Consent of Instructor.

Learning Goals and Behavioral Objectives

1. To become familiar with the domain of human resources management in business organizations and situationally specific aspects of human resources management in healthcare organizations.
2. To understand four primary roles of HR in organizations, five HR policy clusters, and specific HR practices within each policy cluster.
3. To understand situational constraints on managerial discretion in the management of human resources in healthcare organizations.
4. To apply a systems framework to human resources management in healthcare organizations for the development of transformational philosophies and transitional practices.
5. To analyze human resource management systems and practices in healthcare organizations for their effectiveness in recruiting, motivating, and retaining human capital to create competitive advantage.
6. To evaluate human resource management systems in healthcare organizations for alignment with high performance business practices that create competitive advantage by putting people first.

Course Activities

- Class Contribution:* Learners are expected to be prepared for each session and actively contribute to the work of the group. Contributing involves being prepared to discuss the readings and adding value to the discussion during each session. In addition to the course textbooks, learners will regularly receive required supplemental articles and book chapters.
- Action Inquiry Journals:* You will complete 15 Action Inquiry Journal over incidents occurring during class or in your project groups. Journal entries must be submitted before 7:00 p.m. the Tuesday following the date of the incident described. A maximum of ~~two~~ three entries may be submitted in any one week. Plan accordingly. You will need the text *Process consultation: Its role in organization development* (2nd ed. Vol. 1) to address *group processes* in your journals. Refer to the Action Inquiry Journal Guidelines for more specific information.
- Career Development Portfolio:* The Career Development Portfolio (CDP) consists of assignments based on activities in the *Damn Good Resume Guide* and select other career development activities. CDP assignments are to be deposited in the Blackboard Drop Box before 7:00pm on the due date. A late penalty of 10% *per week* will be assessed for late assignments. Refer to the Career Development Portfolio Guidelines for more specific information.
- Training Presentation:* Each student will perform the role of trainer and facilitate presentation and discussion of an HR related video clip from Champoux (2004) text. Refer to the Training Presentation Guidelines for more specific information.
- Storytelling:* Each student will tell one 5 to 10 minute story to the class about a current HR issue in a healthcare organization. For this assignment, “healthcare organizations” are those that actually provide care to patients rather than consultants, pharmaceutical companies, professional associations, etc. The story should address an organization's managerial response to an HR related issue. Appropriate sources for information are healthcare magazines such as *Modern Healthcare*, *Hospitals & Health Networks*, or other sources of current healthcare news. One of the purposes of this assignment is to provide the class with examples of how management is responding to HR challenges in healthcare organizations today. If you have a question about the organization you intend to discuss, please check with me prior to your presentation. This is a strictly informal talk, so the only visual aids allowed are artifacts (e.g., what you wear, a product, etc.) or visuals you create in interaction with the class (e.g., a list on the board, non-verbal gestures). After you have told your story, please distribute a copy of the news item or a handout to students in the class. Stories will be videotaped. Refer to the Storytelling Guidelines for more specific information.
- Final Examination:* A comprehensive take home final examination will be made available via Blackboard on May 11, 2004. The final examination is an individual examination, so students should work alone rather than in pairs or groups. The format for the final examination will allow students to demonstrate their knowledge and comprehension of HRM and their ability to apply, analyze, synthesize, and evaluate HRM in a healthcare organization. Final examinations are due by 7:00 p.m. on May 18, 2004.

<u>Methods of Evaluation</u>	<u>Points</u>	<u>Due</u>	<u>Grading Policy</u>	
Career Development Portfolio (15 x 10 points)	150	Weekly	630 ≤	A
Action Inquiry Journals (15 x 20 points)	300	Weekly	560 – 629	B
Storytelling	50	tba	490 – 559	C
Training Presentation	100	tba	> 490	F
Final Examination — Take Home	<u>100</u>	05/18		
Total Points	<u>700</u>			

Blackboard

1. This course will be fully integrated with the Blackboard web-based course management system.
2. It is a course requirement that students establish a Blackboard account within the first week of the course.
3. Students are responsible for additional course information and materials posted on Blackboard.
4. All assignments must be submitted through the Blackboard Digital Drop Box.
5. All email to the instructor related to this course should be sent through the email function in Blackboard. For your protection, please do not send email to my KUMC email address without initiating the message in Blackboard.

Accommodation for Students with Disabilities

Any student in this course who, because of a disability, needs an accommodation to complete the course requirements should contact the ADA/504 Coordinator (913-588-7813; TDD 913-588-7960).

Academic Integrity

There is an expectation by the University of Kansas Medical Center that the graduate faculty and their students will conduct themselves with high integrity and professional ethics. Violations of academic integrity will result in sanctions ranging from receiving a grade of zero on the particular assignment, to receiving a grade of zero in the course, and/or recommendation that an investigative hearing be held for the purpose of the student's suspension or expulsion from KU. See the *KUMC Student Handbook – Graduate Studies* (<http://www.kumc.edu/studenthandbook/graduate.html>) for official KUMC policies and additional information on academic misconduct. Please speak with me if you have any questions or uncertainty about academic integrity.

**HP&M 828 Human Resource Management
Course Schedule
Spring 2004**

Week	Date	Topic	Flynn, Mathis, Jackson, & Langan (2004)
1	Jan 27	INTRODUCTION HR SYSTEMS FRAMEWORK: HRM & ITS ENVIRONMENT	
2	Feb 03	HR SYSTEMS FRAMEWORK: MANAGERIAL DISCRETION The Nature and Challenges of Healthcare HRM Legal Issues Affecting the Healthcare Workplace	Chapter 1 Chapter 4
3	Feb 10	HR SYSTEMS LEADERSHIP	
4	Feb 17	HR STRATEGY & ORGANIZATION Guest Speaker: Dawn Murphy – St. Luke’s Hospital Healthcare HR Competencies, Structures & Quality Standards Strategic HR Management	Chapter 2 Chapter 3
5	Feb 24	HR ROLES: FOCUS ON PEOPLE & CHANGE Organizational Relations and Employee Retention in Healthcare	Chapter 7
6	Mar 02	HR ROLES: FOCUS ON PRESENT PROCESSES (ACHE Congress in Chicago)	
7	Mar 09	WORKPLACE GOVERNANCE Employee Relations in the Healthcare Industry Labor Relations and Healthcare Organizations	Chapter 10 Chapter 11
8	Mar 16	TALENT IDENTIFICATION & DEPLOYMENT Job Design & Analysis	Chapter 5
9	Mar 23	SPRING BREAK	
10	Mar 30	TALENT IDENTIFICATION & DEPLOYMENT Healthcare Recruitment & Retention	Chapter 6
11	Apr 06	TALENT IDENTIFICATION & DEPLOYMENT Healthcare Recruitment & Selection	Chapter 6
12	April 13	HUMAN CAPITAL DEVELOPMENT Training & Development in Healthcare Organizations	Chapter 8
13	Apr 20	TALENT IDENTIFICATION & DEPLOYMENT HUMAN CAPITAL DEVELOPMENT HR Planning & Career Development	
14	Apr 27	HUMAN CAPITAL DEVELOPMENT MOTIVATION MANAGEMENT Performance Management in Healthcare Organizations	Chapter 9
15	May 04	MOTIVATION MANAGEMENT Healthcare Compensation Practices The Management of Benefits & Variable Pay in Healthcare	Chapter 12 Chapter 13
16	May 11	Safety, Health, and Security in Healthcare FINAL EXAMINATION AVAILABLE	Chapter 14
17	May 18	FINAL EXAMINATION DUE	