

**HP&M 830**  
**Health Services Management**  
**Fall 2005**

On-Line and 19:10 - 22:00 on selected Tuesdays, 1015 Orr-Major

**Instructors**

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**Required Texts**

- Williams, C. (2006). *Effective Management: A multimedia approach* (2<sup>nd</sup> ed.). Mason, OH: Thompson South-Western. ISBN 0-324-25911-5. Purchase only a NEW 2<sup>nd</sup> ed. with an unused web Access Code.
- Torbert, B., & Associates. (2004). *Action Inquiry: The secret of timely and transforming leadership*. San Francisco: Berrett-Koehler. ISBN 157675264X
- Schein, E. H. (1988). *Process consultation: Its role in organization development* (2nd ed. Vol. 1). Reading, MA: Addison-Wesley. ISBN 0201067366. Purchase only the second edition of volume one.

**Course Description**

This course is an introduction to organizational behavior and organization theory with application to health services organizations. Topics include attitudes, motivation, group dynamics, power, leadership, organization structure, and organizational effectiveness. This is a 'hybrid' course delivered primarily asynchronously via Blackboard supplemented by a small number of required face-to-face classroom sessions.

**Learning Goals and Behavioral Objectives**

1. Students' Action Inquiry Journals, Discussion Board postings, and 1<sup>st</sup>-Person Inquiry Paper will reflect increasing awareness of their own 'personal systems' of intention/attention, thinking/feeling, acting/embodying, and effecting/sensing during the semester.
2. Students' Action Inquiry Journals and Discussion Board postings will reflect increasing awareness, knowledge, and competence in interpersonal relations and group processes during the semester.
3. Students' Action Inquiry Journals, Reading Reports, 1<sup>st</sup>-Person Inquiry Paper and communication in the classroom will reflect increasing competence in written and oral communication skills during the semester.
4. Students' actions in the online learning environment will reflect increasing knowledge and skills in leadership, management, conflict, and change management during the semester.
5. Students' Action Inquiry Journals, Reading Reports, Discussion Board postings, and 1<sup>st</sup>-Person Inquiry Paper will demonstrate their management knowledge and skills.
6. Students' Reading Reports and Discussion Board postings will demonstrate an understanding of organizational systems including issues of leadership, governance, structure, processes, outcomes, and change.

**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 initiate a dialogue with Dr. Paul if you have any questions or uncertainty about academic integrity.

**Table 1: Overview of Assessment Methods**

Learning System	Primary Domain of Inquiry		
	1 <sup>st</sup> -Person	2 <sup>nd</sup> -Person	3 <sup>rd</sup> -Person
Individual	<ul style="list-style-type: none"> <li>1st-Person Inquiry Paper (autobiography)</li> </ul>		
Online Community of Inquiry		<ul style="list-style-type: none"> <li>2<sup>nd</sup>-Person Inquiry Discussion Board</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup>-Person Inquiry Discussion Board</li> <li>Quizzes</li> </ul>
Classroom Learning Community	<ul style="list-style-type: none"> <li>Action Inquiry Journals</li> </ul>		<ul style="list-style-type: none"> <li>Baldrige Reports</li> </ul>
External Community of Practice			

**Table 2: Student Evaluation**

Method	Detail	Points	Due Date
• 3 <sup>rd</sup> -Person Discussion Board Postings	(10 x 25 points)	250	Weekly Internet Sessions
• 1 <sup>st</sup> -Person Inquiry Paper		200	November 22, 2005
• Baldrige Reports	(3 x 50 points)	150	Oct 04, 25 & Nov 15
• Action Inquiry Journals	(5 x 30 points)	150	Sep 06, 20, Oct 11, 18 & Nov 08
• 2 <sup>nd</sup> -Person Discussion Board Postings	(2 x 50 points)	100	Nov 01 & 29
• Quizzes	(10 x 10 points)	100	Weekly Internet Sessions
• Contribution		<u>50</u>	Internet & Classroom Sessions
	Total Points	1000	
	Grading Policy:	900 and above	A
		800 – 899	B
		700 – 799	C
		less than 700	F

## Course Processes & Deliverables

- Discussion Boards:*
- 3<sup>rd</sup>-Person Discussion Board.* Students are expected to log on to Blackboard twice a week and post substantive contributions to the weekly 3<sup>rd</sup> Person Discussion Board. Simply saying “hello” or “I agree” is not considered a substantive contribution. Students must support their position, begin a new topic, or somehow add to the discussion. For this course, a “week” is 7:10 pm Tuesday to 7:00 pm the subsequent Tuesday.
- 2<sup>nd</sup>-Person Discussion Board.* Twice during the semester, students required weekly discussion board postings will be to a 2<sup>nd</sup>-Person Inquiry Discussion Board rather than the 3<sup>rd</sup>-Person Discussion Board.
- 1<sup>st</sup>-Person Inquiry Paper:* Analyze your own autobiographical work history, exploring its relationship to developmental theory, beginning with the transformation from the Opportunist stage to the Diplomat stage, and highlighting current developmental challenges.
- Baldrige Reports:*
- Three one-page reports applying the *Baldrige National Quality Program 2005 Health Care Criteria for Performance Excellence* to an organization are required. You may download a copy of the criteria at URL [http://www.quality.nist.gov/HealthCare\\_Criteria.htm](http://www.quality.nist.gov/HealthCare_Criteria.htm) Your assignment is to respond to ONE of the relevant criteria as listed on the course schedule. If you are currently employed, apply the criteria to the organization you work for. If you are not currently employed, you may write about another organization with which you are involved (e.g., university, department, volunteer work, church, fraternity, club, team, etc.). Direct questions to Bobby Olm-Shipman.
- Reports for the upcoming week’s class will be due via Blackboard on the Monday prior to class. Name each file per the file naming convention in the Action Inquiry Journal Guidelines using the assignment type code of ‘BR.’ Each paper will be graded on a 50-point scale and late papers are subject to a 5-point per day penalty.
- Action Inquiry Journals:*
- You will complete five Action Inquiry Journal entries over incidents occurring within this class or other groups and organizations of which you are a member. Journal entries must be submitted before 7:00 p.m. the Tuesday following the date of the incident described. A maximum of **ONE** entry may be submitted prior to each due date: Sep 06, 20, Oct 11, 18 & Nov 08. The Action Inquiry Journal due on October 18<sup>th</sup> must concern the “Power Lab” in-class activity scheduled for October 11<sup>th</sup>. 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.
- Contribution:*
- Learners are expected to be prepared for each session and actively contribute to the work of building an effective learning community. Assessment of contribution includes the number, content, and relevancy of discussion board postings, written work, and in-class activity. Students are particularly encouraged to ask questions, at any time, that add value to our activities and conversation through collaborative inquiry.
- Quizzes:*
- Most weeks, students will take a short on-line reading comprehension quiz over assigned material, usually from the Williams text.

<u>Week</u>	<u>Date</u>	<u>Location</u>	<u>Topics</u>	<u>Required Readings</u>	<u>Quiz</u>	<u>Writing Assignments</u>	<u>Discussion Board</u>
1	Aug 23	On-Site	Introduction	None	No	None	None
2	Aug 30	Distance	Action Inquiry	1. Torbert, B., & Associates. (2004). <i>Action Inquiry: The secret of timely and transforming leadership</i> . San Francisco: Berrett-Koehler. (pp. 1-61) 2. Schein, E. H. (1988). <i>Process consultation: Its role in organization development</i> (2nd ed. Vol. 1). Reading, MA: Addison-Wesley. (pp. 1-113) SKIM	Yes	None	3 <sup>rd</sup> -Person
	Sept 05		LABOR DAY				
3	Sept 06	On-Site	Baldrige 2005 Health Care Criteria and Introduction to Categories I & II	1. <i>Baldrige National Quality Program 2005 Health Care Criteria for Performance Excellence</i> . (Category I: Leadership & Category II: Strategic Planning) 2. Boss, R. W. (1989). The personal management interview. In <i>Organization development in health care</i> (pp. 101-117). Reading, MA: Addison-Wesley.	Yes	AIJ01	3 <sup>rd</sup> -Person
4	Sept 13	Distance	Management and Leadership	1. What do Managers Do (pp. 11-17) 2. Organizational Cultures: Creation, Success & Change (pp. 48-52) 3. Practical Steps to Ethical Decision-Making (pp. 65-70) 4. Social Responsibility (pp. 70-78) 5. What is Leadership (pp. 416-423) 6. Strategic Leadership (pp. 438-442)	Yes	None	3 <sup>rd</sup> -Person
5	Sept 20	Distance	Interweaving Personal and Organization Development	1. Cook-Greuter, S. (2004). "Making a case for a developmental perspective." <i>Industrial and Commercial Training</i> <b>36</b> (7): 275-281. 2. Torbert, B., & Associates. (2004). <i>Action Inquiry: The secret of timely and transforming leadership</i> . San Francisco: Berrett-Koehler. (pp. 65-117) Reading these pages will be necessary before you write your 1 <sup>st</sup> -person inquiry paper. There will not be any quiz questions over these pages. They are listed here because reading this section on personal development may make the readings on organization development (pp. 121-147) more understandable. 3. Torbert, B., & Associates. (2004). <i>Action Inquiry: The secret of timely and transforming leadership</i> . San Francisco: Berrett-Koehler. (pp. 121-147)	Yes	<del>AIJ02</del>	3 <sup>rd</sup> -Person

<u>Week</u>	<u>Date</u>	<u>Location</u>	<u>Topics</u>	<u>Required Readings</u>	<u>Quiz</u>	<u>Writing Assignments</u>	<u>Discussion Board</u>
6	Sept 27	Distance	Strategic Planning	1. Benefits and Pitfalls of Planning (pp. 84-86) 2. How to Make a Plan That Works (pp. 86-91) 3. Steps & Limits to Rational Decision Making (pp. 96-103) 4. Basics of Organizational Strategy (pp. 196-205)	Yes	AIJ02	3 <sup>rd</sup> -Person
7	Oct 04	<b>On-Site</b>	Review: Baldrige Categories I & II Overview: Baldrige Categories III & IV	1. <i>Baldrige National Quality Program 2005 Health Care Criteria for Performance Excellence.</i> (Category III: Patients, Other Customers, and Markets & Category IV: Measurement, Analysis and Knowledge Management)	No	BR1	None
8	Oct 11	<b>On-Site (Dr. Paul)</b>	Power Systems	1. What is Motivation (pp. 384-391) 2. How Perceptions and Expectations Affect Motivation (pp. 391-399) 3. How Rewards and Goals Affect Motivation (pp. 399-409) 4. What is Communication (pp. 448-458) 5. How to Improve Communication (pp. 458-467)	Yes	AIJ03	3 <sup>rd</sup> -Person
	Oct 13-16		FALL BREAK				
9	Oct 18	Distance	Measurement, Analysis and Knowledge Management	1. Getting & Sharing Information (pp. 121-132) 2. What to Control (pp. 151-160) 3. Adapting Leader Behavior: Path-Goal Theory (pp. 427-430) 4. Managing Organization-Wide Communication (pp. 467-471)	Yes	AIJ04	3 <sup>rd</sup> -Person
10	Oct 25	<b>On-Site</b>	Review: Baldrige Categories III & IV Overview: Baldrige Categories V & VI	1. <i>Baldrige National Quality Program 2005 Health Care Criteria for Performance Excellence.</i> (Category V: Human Resources & Category VI: Process Management) 2. Gawande, A. (Dec 06, 2004). The Bell Curve, <i>The New Yorker</i> .	No	BR2	None
11	Nov 01	Distance	Organizational Change in Health Care	1. Organizational Change (pp. 236-247) 2. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. <i>Harvard Business Review</i> , 59-67. 3. Torbert, B., & Associates. (2004). <i>Action Inquiry: The secret of timely and transforming leadership</i> . San Francisco: Berrett-Koehler. (pp. 148-173)	Yes	None	3 <sup>rd</sup> -Person

<u>Week</u>	<u>Date</u>	<u>Location</u>	<u>Topics</u>	<u>Required Readings</u>	<u>Quiz</u>	<u>Writing Assignments</u>	<u>Discussion Board</u>
12	Nov 08	Distance	Human Resource Processes	1. Why Management Matters - Competitive Advantage Through People (pp. 25-28) 2. Using Groups to Improve Decision-Making (pp. 103-112) 3. Why Work Teams (pp. 288-300) 4. Managing Work Teams (pp. 300-304, 306-312) 5. Developing Well Qualified Workers (pp. 338-345)	Yes	AIJ05	3 <sup>rd</sup> -Person
13	Nov 15	<b>On-Site</b>	Process Management & Review: Baldrige Categories V & VI	1. Organizational Innovation (pp. 222-236) 2. Designing Adaptive Organizations (pp. 254-256) 3. Designing Organizational Structures (pp. 256-273) 4. Designing Organizational Processes (pp. 273-276) 5. Managing for Quality (pp. 361-366) 6. Managing Operations (pp. 366-369)	No	BR3	None
14	Nov 22	Distance	Project Thinking, Systems Thinking, & Complex Process Thinking	1. Senge, P. M. (1990). "Give me a lever long enough...and single-handed I can move the world". <i>The fifth discipline: The art &amp; practice of the learning organization</i> . New York, Doubleday (pp. 3-16).	Yes	1 <sup>st</sup> -Person Inquiry Paper	3 <sup>rd</sup> -Person
	Nov 23-27		THANKSGIVING BREAK				
15	Nov 29	Distance	Societal Transformation	1. Torbert, B., & Associates. (2004). <i>Action Inquiry: The secret of timely and transforming leadership</i> . San Francisco: Berrett-Koehler. (pp. 177-208) 2. Moral Development (pp. 64-65)	Yes	None	3 <sup>rd</sup> -Person
16	Dec 06	<b>On-Site</b>	Baldrige Category VII: Organizational Approaches to Benchmarking	1. <i>Baldrige National Quality Program 2005 Health Care Criteria for Performance Excellence</i> . (Category VII: Organizational Performance Results)	No	None	None
17	Dec 13	Distance	Scheduled Final Examination (at Instructor's Discretion)	None	No	None	Evaluation

Note: Additional readings may be posted on Blackboard or distributed during class