



**DEPARTMENT OF HEALTH CARE ADMINISTRATION AND POLICY**  
**Course Syllabus**  
**EMHA 717 – Human Resource Management in Health Care Administration**

**Course Information:**

This course introduces the technical and legal aspects of human resources management (HRM) from a strategic business perspective and examines how HRM best practices can be applied to health services organizations. The course examines how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining health care organizations.

3 credit hours.

**EMHA Competencies:**

A4. Health care Human Resources (Define and assess clinical and nonclinical roles and practice; related to human resources management in health care).

B1. Effective written, oral and presentation skills (be able to communicate in a clear and logical manner within both formal and informal groups of all sizes).

B2. Work effectively in a culturally diverse environment.

B3. Demonstrated networks within healthcare to provide ongoing thought leadership and career growth

C1. Personal and Professional Ethics (Adhere to ethical personal and business principles; exhibit ethical behaviors; live and communicate organizational values)

C3. Participate in and lead team activities that demonstrate collaborative group effort and effective group processes, including the ability to hold team members accountable individually and collectively.

C4. Assess individual/peer strengths and weaknesses and performance (evaluate course/project performance, personal and professional values; participate in continuing education and lifelong learning and encourage your team accordingly).

C5. Systems Thinking (Broad systems connections -- potential impacts and consequences of decisions in a wide variety of situations, and demonstrate an ability to successfully cope with diverse populations and in uncertain environments.

C6. Planning and Implementing Change

C7. Ability to assess needs of communities and have a visionary perspective for your own organization

D2. Organizational Dynamics and Governance (Apply organizational theory and behavior to develop, assess, design or redesign health care organizations)

D3. Problem-solving and Decision-making (Formulate questions and apply models to address issues and problems

D4. Time Management (Ability to balance multiple tasks and responsibilities; set and meet deadlines and effectively multi-task with simultaneous projects)

**Course Objectives:**

Upon completion of the course, it is expected that students will be able to:

- Identify the essential functions of human resources management (HRM) in health care administration.
- Discuss how the essential functions of human resources relate to each other and to the broader business strategy in health services organizations.
- Describe the roles and responsibilities of HR professionals and organizational leaders in HRM.
- Discuss the legal and regulatory environment of human resources management.
- Demonstrate a practical understanding of HRM.
- Design interview questions for a job applicant and evaluate potential responses.
- Network with a human resources leader and apply principles used in class to interview leader about their role within the organization.

**Required Text:**

- Bohlander, Morris & Snell (2015). *Managing Human Resources (17th ed)*. ISBN-13: 978-1285866390 ISBN-10: 1285866398

**Supplemental Texts and Readings:**

- Additional readings, videos, etc. are assigned to students throughout the course. Access will be provided to these resources via WebCampus.

**Grading Scale:**

Points in %	Letter Grade
93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
70-79	C
<70	F

**Grading Components:**

See course schedule for due dates for all assessments and other assignments.

Total Points available for the course: 400 pts.

Item	Number of Units	Points per Unit	Total
Discussion Boards	15	10	150
HR Leader Interview Paper	1	150	150
Interview Question Development	1	50	50
Group Presentation	1	50	50
<b>Total</b>			<b>400</b>

**Assignment Overviews:**

Detailed instructions for each assignment will be provided on EMHA Assignments document and WebCampus. Rubrics for each assignment are also located on WebCampus. A brief overview of each is provided below.

*Note: Each week, you must read all assigned readings (text and articles). Lecture Notes and publisher's PowerPoint slides are provided as supplemental reinforcement to your weekly readings.*

- **Discussion Boards (15 total):** 300-500 words; no APA required, but spelling and grammar will be checked. At least one class reference and three external references should be utilized. Comment on the post of at least two fellow students. **150 points**
- **HR Leader Interview:** This assignment requires the student to interview an HR leader using a structured interview format addressing key concepts discussed in class. The HR leader will be identified by the student in week 1 and the structured interview questions (at least 12) will be approved by the professor in week 2. **150 points**
- **Interview Question Development:** Students will review a job posting and the resume of an applicant for that posting. Based on the organizational needs and the background of the applicant students will design at least 7-interview question to ask the candidate and outline the desired (listen for) responses to those questions. **50 points**
- **Group Presentations – Case Study:** Each student will be assigned a team of 3-4 classmates to review and present an assigned case study. Case study assignments will be distributed in week 1. Each team will post the answers to case questions during week 4 on the Discussion Board. Please see “Group Grading” below for additional consideration. **50 Points**

#### **Additional Grading Considerations:**

- **Group Grading:** Group members will evaluate each other at the conclusion of the course. Each student will evaluate each member of his or her group (not including her/himself). The ability to conduct objective evaluations and to provide sound feedback is a crucial executive management skill. The “Peer Evaluation Form” will be posted on WebCampus and found in “Resources – Week 5” and should be completed as part of your Group Presentation – Case Study project, see course schedule for due date. **Faculty at his or her sole discretion has the ability to adjust grades for applicable individual(s) in all group activities based on overall peer feedback received.**
- **Missed Assignments:** A grade of zero will be given for any student missing an assignment due date without a satisfactory excuse. An example of a satisfactory excuse would be work commitments (discussed prior to deadline with faculty), serious personal injury or illness to the student or a family member that can be documented. In the event the absence is excused, at his discretion, the instructor will allow a makeup or weight the other assignments more heavily.

## EMHA 717 Course Schedule

Week of	Topics & Assignments	Readings
<b>Module 1</b>	<b>Introduction to Human Resources Management</b>	<b>See Assignment and Rubric documents for details.</b>
<b>WEEK 1</b> 6/5/2017	<b>Course Introduction, The Challenge of Human Resource Management, Integrating Organizational Strategic Planning and HRM</b>	<input type="checkbox"/> Text: Chapters 1 & 2  <input type="checkbox"/> Resources: <ul style="list-style-type: none"> <li>✓ Review the Society for Human Resource Management website</li> <li>✓ Review the Resume and Job Posting for the Interview Question Development assignment due in Week 3</li> </ul> Videos: <ul style="list-style-type: none"> <li>✓ The five competitive forces that shape strategy</li> </ul> <b><u>Be on the lookout for:</u></b> <ul style="list-style-type: none"> <li>• Group assignments for Case Study</li> </ul>
6/8/17	<b><i>DB Post #1.1-1.3</i></b>	<input type="checkbox"/> Initial posts to DB
6/11/17	<b><i>DB Reply #1.1-1.3</i></b>	<input type="checkbox"/> Respond to peers on their DB posts
6/11/17	<b><i>Identify HR Leader &amp; Position</i></b>	See EMHA 717 Assignments
<b>WEEK 2</b> 6/12/17	<b>Equal Employment Opportunity, Job Analysis and Design, Job Analysis and Design, Managing Compensation Design and Employee Benefits Program</b>	<input type="checkbox"/> Text: Chapters 3,4, 9, 11  <input type="checkbox"/> Resources: <ul style="list-style-type: none"> <li>✓ Work-Life Climate assessment</li> </ul> Videos: <ul style="list-style-type: none"> <li>✓ What makes a great job description?</li> <li>✓ Will robots take over our jobs in healthcare?</li> <li>✓ Health Benefits recruitment video</li> </ul>
6/15/17	<b><i>DB Post #2.1-2.3</i></b>	<input type="checkbox"/> Initial posts to DB
6/18/17	<b><i>DB Reply #2.1-2.3</i></b>	<input type="checkbox"/> Respond to peers on their DB posts
6/18/17	<b><i>HR Leader Interview Questions Due</i></b>	See EMHA 717 Assignments
<b>Module 2</b>	<b>Managing Employees from Recruitment to Appraisals in Different Environments</b>	<b>See Assignment and Rubric documents for details.</b>

<b>WEEK 3</b> 6/19/17	<b>The Recruitment Process, Employee Selection and Placement, Training and Development</b>	<input type="checkbox"/> Text: Chapters 5 , 6, 7  <input type="checkbox"/> Resources: <ul style="list-style-type: none"> <li>✓ Why Amazon is Copying Zappos and Paying Employees to Quit</li> </ul> Videos: <ul style="list-style-type: none"> <li>✓ Excellent patient care begins with a high performing team</li> <li>✓ Dumb things employers do to get sued - Illegal Interview Questions</li> </ul>
6/22/17	<b>DB Post #3.1-3.3</b>	<input type="checkbox"/> Initial posts to DB
6/25/17	<b>DB Reply #3.1-3.3</b>	<input type="checkbox"/> Respond to peers on their DB posts
6/25/17	<b>Interview Question Development due</b>	See EMHA 717 Assignments; Post to Discussion Board
<b>WEEK 4</b> 6/26/17	<b>Performance Appraisal, Pay for Performance and Labor Relations in a Union Environment</b>	<input type="checkbox"/> Text: Chapters 8, 10, 14  <input type="checkbox"/> Resources: <ul style="list-style-type: none"> <li>✓ Reform, New Labor Issues Likely to Keep Unions Busy</li> </ul> Videos: <ul style="list-style-type: none"> <li>✓ Jack Welch Favored Management Tool on the Decline</li> <li>✓ At will employment: What are employer, employee rights?</li> <li>✓ Disciplining Employees (Are you a lumberjack or a gardener?) – For CEOs</li> </ul>
6/29/17	<b>DB Post #4.1-4.3</b>	<input type="checkbox"/> Initial posts to DB
7/2/17	<b>DB Reply #4.1-4.3</b>	<input type="checkbox"/> Respond to peers on their DB posts
7/2/17	<b>Group Presentation – Case Study</b>	See EMHA 717 Assignments; Submit in “Assignments” tab and also post to Discussion Board.
<b>WEEK 5</b> 7/3/17	<b>High Performance Work Systems</b>	<input type="checkbox"/> Text: Chapters 16  <input type="checkbox"/> Resources: <ul style="list-style-type: none"> <li>✓ Review the American College of Healthcare Executives website</li> <li>✓ 5 Traits of High Reliability Healthcare Organizations</li> </ul> Videos: <ul style="list-style-type: none"> <li>✓ Fire Metaphor: From Burning Platform to Burning Ambition</li> </ul>
7/4/17	<b>Post Questions for other Case Study Groups</b>	See EMHA 717 Assignments; Post to Discussion Board

7/4/17	<b>DB Post #5.1-5.3</b>	<input type="checkbox"/> Initial posts to DB
7/6/17	<b>DB Reply #5.1-5.3</b>	<input type="checkbox"/> Respond to peers on their DB posts
7/6/17	<b>Respond to classmates questions on Case Study</b>	See EMHA 717 Assignments
7/7/17	<b>Peer Evaluation Form due</b>	<input type="checkbox"/> Find link in Resources folder
7/7/17	<b>HR Interview Paper</b>	See EMHA 717 Assignments

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for

undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Library Resources**—Students may consult with a librarian on research needs. Subject librarians for various classes can be found here: [https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always [@unlv.nevada.edu](mailto:@unlv.nevada.edu). Emailing within WebCampus is acceptable.

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Transparency in Learning and Teaching**—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information: <https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call [702-895-3177](tel:702-895-3177). The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TBE second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.