

HCA 404: Human Resource Management for Healthcare Organizations Syllabus

Instructor Information

NAME

Telephone: **XXX**

Email: **XXX@unlv.edu**

Office Hours: **By Appointment – GTW XXX**

Course Specifics:

Meeting Time: **Day, Time pm PST**

Classroom: **XXX ###**

Course Information

Course Description

This course covers concepts and principles of human resources management in the context of the healthcare industry.

Online Course Narrative

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 Healthcare organizations. 3 Credits.

Texts for Course

Fried, B. J., & Fottler, M. D. (2015). *Human resources in healthcare: Managing for success* (4th ed.). Chicago, IL: Health Administration Press.

ISBN-13: 978-1567937084

Supplemental Texts and Reading:

Additional readings and videos to watch have been listed under individual modules.

Course Learning Outcomes (CLOs):

1. Describe the essential functions of human resources management (HRM) in healthcare administration.
2. Discuss the roles and responsibilities of Healthcare HRM professionals.
3. Evaluate the legal and regulatory environment of human resources management.
4. Analyze contemporary challenges facing human resources management in the context of healthcare based on knowledge of current literature and industry best practices.
5. Demonstrate effective written and business communication skills.

University Undergraduate Learning Outcome (UULO) Addressed

<https://www.unlv.edu/provost/gen-ed/uulo>

1. UULO 1.4: Transfer knowledge and skills gained from general and specialized studies to new settings and complex problems.
2. UULO 2.4: Recognize the complexity of problems and identify different perspectives from which problems and questions can be viewed.
3. UULO 3.1: Demonstrate general academic literacy, including how to respond to the needs of audiences and to different kinds of rhetorical situations, analyze and evaluate reasons and evidence, and construct research-based arguments using Standard Written English.
4. UULO 4.2: Respond to diverse perspectives linked to identity, including age, ability, religion, politics, race, gender, ethnicity, and sexuality in both American and international contexts.
5. UULO 5.6: Apply ethical concepts and theories to specific ethical dilemmas students will experience in their personal and professional lives.

Healthcare Administration Program Outcomes Addressed:

<https://www.unlv.edu/degree/bs-health-care-admin-policy>

1. PLO 2: Gain intellectual and practical skills practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance.
2. PLO 3: Learn personal and social responsibility anchored through active involvement with diverse communities and real-world challenges.
3. PLO 4: Experience integrative and applied learning demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems.

Healthcare Administration Competencies (PHC) Addressed

1. HCAP A2: Standards and Regulations (Identify standards, laws, regulatory and accreditation criteria applicable to Healthcare organizations)
2. HCAP B5: Effective Written, Oral and Presentation Skills (Be able to communicate in a clear and logical manner within both formal and informal groups)

3. HCAP C7: Personal and Professional Ethics (Adhere to ethical personal and business principles; exhibit ethical behaviors)
4. *HCAP C8: Diversity and Inclusion (Understand the importance of promoting diversity and inclusion to improve Healthcare services)
5. HCAP C10: Systems Thinking (Broad systems connections—potential impacts and consequences of decisions in a wide variety of situations)
6. HCAP C11: Planning and implementing change (Promote and manage change)
7. *HCAP D13: Organizational Dynamics and Governance (Apply organizational theory and behavior to develop, assess, design or redesign Healthcare organizations)
8. *HCAP D19: Legal Principles Development, Application and Assessment (Analyze managerial issues related to the law governing Healthcare; compliance; fiduciary responsibility)
9. HCAP D20: Assess Quality and Performance (Apply tools and techniques to improve quality, patient safety, and minimize risk to the organization)
10. *HCAP D23: Workforce Development Management (Define clinical and nonclinical roles and apply methods and techniques related to the management of Healthcare organization employees and professional staff)

Objective Mapping

Course Objective	Competency/ UULOs/PHCs	Level*	Teaching Method	Assessment Method
1. Describe the essential functions of human resources management (HRM) in healthcare administration.	UULO: 1.4, 2.4, 3.1, 4.2, 5.6 HCAP: A2, C8, C11, D13, D23	Intermediate	Text Article Video	Discussion Board(s) Exams Paper
2. Discuss the roles and responsibilities of Healthcare HRM professionals.	UULO 2.4, 4.2 HCAP: C7, C10	Intermediate	Text Article Video	Discussion Board(s) Case Study - Discussion Board(s) Exams Paper
3. Evaluate the legal and regulatory environment of human resources management.	UULO: 2.4, 3.1, 5.6 HCAP: D19	Novice	Text Article Video	Discussion Board(s) Case Study - Discussion Board(s) Paper
4. Analyze contemporary challenges facing human resources management in the context of healthcare based on knowledge of current literature and industry best practices.	UULO 2.4, 4.2 HCAP: D20	Novice	Text Article Video	Exams Paper

Course Objective	Competency/ UULOs/PHCs	Level*	Teaching Method	Assessment Method
5. Demonstrate effective written and business communication skills.	HCAP: B5	Intermediate	Writing	Discussion Board(s) Case Study - Discussion Board(s) Paper

Grading Components

Assessment Method	Number of Units	Points per Unit	Total
Discussion Boards	4	50	200
Case Study Discussion Boards	4	50	200
Exams	5	50	250
Written Assignment: Recruitment and Selection Plan	1	100	100
Paper: Interview and Analysis	1	100	100
Total			850

Course 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

Additional Considerations:

Program Use of Student Work: Assignments completed for this course may be used as evidence of student learning in accreditation reports. Students who do not wish their work to be used for accreditation purposes must inform the course instructor in writing by the end of late registration. Your participation and cooperation are appreciated.

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.

Other UNLV Policies: You are also responsible for reviewing and complying with the policies found on the following website: https://www.unlv.edu/sites/default/files/page_files/27/EVPP-Syllabi-Content.pdf

Assessment Overviews

Exams (5 total)

- Learners will complete five module exams worth 50 points each.
- The exams will be open-book/open-note containing multiple choice, matching, T/F, and short-answer questions from the assigned reading(s).
- The learner will have one (1) attempt per exam. Each exam is due by the end of the respective module, 11:59 p.m. PST.
- **Note:** As with other courses in the HCA program, exams will be open for seven days prior to the due date listed on your course schedule.

Discussion Boards (4 total)

- There are four (4) graded discussions in the course.
- The graded discussions are worth 50 points each.
- In order to earn maximum points for each discussion topic, you must submit an initial post and then respond to at least two (2) postings by other students with substantive comments.
- You must first post your answer(s) before you can see the other students' posts. Submit your initial post(s) by the posted deadline.
- Comment on the posts of at least two fellow students by the posted deadline.
- APA citation is required for each post and for all outside resources. This includes in-text citations, documenting peer-reviewed source(s) integration, and an accompanying reference list.
- Due to the collaborative nature of this learning experience, Discussion Board assignments will not be accepted after the deadline. Discussion Board assignments will not be accepted after the due date and will be assigned a zero. If you fail to respond, you will lose points for that discussion question.

Initial Posts

- Initial posts must be at least 300 words in length (approximately one to two paragraphs) demonstrating course-related knowledge, and include at least two (2) credible sources.

- Your post must be in response to prompts and/or questions posed each week.
- Be sure to answer all the questions in each discussion forum.
- Posts require thoughtful responses and discourse that connect to the course material.
- Reference scholarly or peer-reviewed sources to support your discussion points as appropriate (*using proper APA 6th edition citation methods*).
- The initial post is worth 40 points and is due by Wednesday, 11:59 p.m. PST of the assigned week.

Response Posts

- Responses can be must be at least 150 words in length (approximately one paragraph) demonstrating course-related knowledge, and include at least one (1) credible source.
- Reply to at least two different classmates outside your own initial post thread.
- Demonstrate more depth and thought than simply stating “I agree” or “you are wrong.”
- Peer replies are assessed for content, originality, and overall engagement with peers.
- Respond to your peers with course content, examples, and/or personal/professional experiences.
- Response posts are worth a total of 10 points, and they are due by Sunday, 11:59 p.m. PST of the assigned week.

Please see the *Discussion Board Rubric* for further grading criteria. It is recommended that this rubric be used as a roadmap for constructing Discussion Board response(s).

Case Study Discussion Boards (4 total):

- There are four (4) graded Case Study Discussion Board assignments in the course worth 50 points each.
- Case Study Discussion Questions will be based on the assigned case study. Case studies and specific instructions will be available in Canvas in the assigned learning module.
- In order to earn maximum points for each discussion topic, you must submit an initial post and then respond to at least two (2) postings by other students with substantive comments.
- You must first post your answer(s) before you can see the other students' posts. Submit your initial post(s) by the posted deadline.
- Comment on the posts of at least two fellow students by the posted deadline.
- APA citation is required for each post and for all outside resources. This includes in-text citations, documenting peer-reviewed source(s) integration, and an accompanying reference list.
- Due to the collaborative nature of this learning experience, Discussion Board assignments will not be accepted after the deadline. Case Study Discussion Board assignments will not be accepted after the due date and will be assigned a zero. If you fail to respond, you will lose points for that discussion question.

Initial Posts

- Each response must be at least 400 words, demonstrate course-related knowledge, and include at least three (3) peer-reviewed sources.
- The initial response is worth 40 points and it is due by 11:59 p.m. PST, Wednesday of the assigned module.

Response Posts

- Each reply must be at least 250 words, demonstrate course-related knowledge and originality in a manner that contributes to and furthers the discussion of the topic in a substantial manner.
- Response posts are worth 10 points in total and they are due by 11:59 p.m. PST, Sunday of the assigned module.

Please see the *Case Study Discussion Board Rubric* for further grading criteria. It is recommended that this rubric be used as a roadmap for constructing Case Study Discussion Board response(s).

Written Assignment: Recruitment and Selection Plan (1 total)

- There is a written assignment in the course worth 100 points.
- For this assignment, each learner will develop a recruitment and selection plan based on the assignment scenario of a small Healthcare organization that needs to hire employees (see instructions in Canvas).
- The assignment submission is due by 11:59 p.m. (PST) by the stated deadline in Module 3.
- Formatting Guidelines:
 - The paper should be three to five (3-5) pages (excluding APA formatted title page, abstract, and references).
 - The paper should be formatted in APA format, 6th edition or latest edition.
 - The paper should incorporate a minimum of three (3) credible references.
 - The paper should comply with all outlined elements of the Recruitment and Selection Plan Grading Rubric.

Please see the Recruitment and Selection Plan Rubric for further grading criteria. It is recommended that this rubric be used as a roadmap for completing the assignment.

Paper: Interview and Analysis (1 total)

- There is a paper submission in the course worth 100 points.
- For this assignment, each learner will choose a contemporary human resources topic that aligns with one of the course learning objectives. The learner will expand on the topic, focusing on the 21st-century Healthcare environment (a current issue or current/future challenge) based on knowledge of current literature, industry best practices¹ (i.e., nursing/physician shortages, succession planning, multigenerational workplace, etc.), and an interview with a Healthcare leader or human resources professional.

¹Paper topic and person to be interviewed must be approved by the instructor before the learner begins researching the topic.

- The final paper submission is due by 11:59 p.m. (PST) at the end of Module 5.
- Please see the specific directions for the Interview and Analysis Paper and the related Grading Rubric for guidance as you complete this assignment.
- Formatting Guidelines:
 - The paper should be ten (10) pages (excluding APA formatted title page, abstract, and references).
 - The paper should be formatted in APA format, 6th edition or latest edition.

- The paper should incorporate ten (10) credible references.
- The paper should comply with all outlined elements of Interview and Analysis Paper Grading Rubric.

Please see the *Interview and Analysis Paper Rubric* for further grading criteria. It is recommended that this rubric be used as a roadmap for completing the assignment.

Schedule of Due Dates

Week	Module	Assignment	Points	Due*
1-3	1	Discussion 1: Introduction	50	Wednesday/Sunday
		Discussion 2: Syllabus Review	50	Wednesday/Sunday
		Exam 1	50	Sunday
4-7	2	Case Study Discussion 1: Leadership	50	Wednesday/Sunday
		Case Study Discussion 2: Workforce Diversity	50	Wednesday/Sunday
		Exam 2	50	Sunday
8-11	3	Discussion 3: Job Analysis and Design	50	Wednesday/Sunday
		Discussion 4: Employer-Sponsored Health Insurance Debate	50	Wednesday/Sunday
		Written Assignment: Recruitment and Selection Plan	100	Sunday
		Exam 3	50	Sunday
1-14	4	Case Study Discussion 3: EEO law in a Healthcare Organization	50	Wednesday/Sunday
		Case Study Discussion 4: Performance Management	50	Wednesday/Sunday
		Exam 4	50	Sunday
15-16	5	Paper: Strategic Human Resources: Interview and Analysis	100	Sunday
		Exam 5	50	Sunday