



UT Permian
Basin™

Healthcare Management
MNGT 4331.783
Spring, 2020-First Short Term

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Course Communications: With an online course it is essential to ask questions when you do not understand some the material or unsure as to some assignment. For most situations the best way to do that is via the “Inbox” messaging system within Canvas. Both the instructor and the coach can be located there. Your instructor does receive an email notification of any message received from the Inbox plus he checks the course typically three or four times with more frequent checks around the times of exams or major assignments.

If you would like to have a phone conversation regarding some aspect of the course, I would be pleased to talk to you. You can simply call the number above during office hours. If that is not convenient message me through the Inbox and ask to set up a time for phone appointment. I would be pleased to talk to you.

Look for announcements within the course. You can set the notifications settings in Canvas to send you an email or text when an announcement is posted. The announcements are where I will place class-wide notifications.

Catalog Description: This course engages students in an overview of the management concepts and issues related to the effective/efficient delivery of services in the healthcare organizations (HCOs). Students will be introduced to a wide range of managerial, policy, and other issues that they are likely to encounter in their early professional career.

Prerequisite: Junior Standing, MNGT 3310 or similar from non-business programs course.
(see the instructor or your advisor if you wonder whether you have the proper preparation)

Course Objectives:

The following are objectives established by the Business Faculty MNGT 4331 and found in the generic syllabus for the course. A copy of that document is available for inspection in the COBE Dean's Office.

- Students will develop an understanding of management concepts as applied to the healthcare industry.
- Student will develop conceptual skills that will enable the student to integrate previously learned aspects of management concepts to healthcare services.
- Student understanding of the present and future internal and external environments within the healthcare industry specifically.
- Student understanding of the business practices in accounting, finance, marketing, information systems, production management, and human resources management unique to the healthcare industry will be enhanced.
- Students will develop an understanding of the public policy debate regarding policy on the healthcare delivery and funding.
- Students will improve the secondary research skills required in gathering and interpreting raw data through application of those skills to healthcare problems.
- Students will improve both written and oral communicative skills application on addressing healthcare industry issues.
- Working on the above goals will help students in developing knowledge areas needed by healthcare management professionals as identified by the Board of Governors of the American College of Healthcare Executives. These can be found at this URL:
http://www.ache.org/membership/credentialing/EXAM/ReferenceManual/BOGExamReferenceManual_KnowledgeAreas.pdf

For this section of the course these above goals are operationalized into action as follows:

- Students will integrate, differentiate and evaluate management concepts as applied to the healthcare industry.
- Student will integrate previously learned aspects of management concepts to healthcare services.
- Student will evaluate internal and external environments of the healthcare industry and how they impact HCO success.
- Student will integrate business practices in accounting, finance, marketing, information systems, production management, and human resources management to the unique problems faced by the healthcare industry.
- Students will integrate and evaluate public policy debate regarding policy impacting healthcare delivery and funding.

- Students will use the secondary research skills to gather and interpret data through on problems faced by healthcare managers today.
- Students will demonstrate good profession written and oral communicative skills application on addressing healthcare industry issues.
- Working on the above goals will help students will become familiar with knowledge areas needed by healthcare management professionals as identified by the Board of Governors of the American College of Healthcare Executives. These can be found at this URL:
http://www.ache.org/membership/credentialing/EXAM/ReferenceManual/BOGExamReferenceManual_KnowledgeAreas.pdf

Required Textbook:

White, Kenneth R. and John R. Griffin. The Well-Managed Healthcare Organization. Chicago: Health Administration Press. 2019. ISBN: 9781640550582

Journal articles and other short readings that will linked to lessons within the course.

Important Dates:

Classes begin	Jan. 13
Last day to add a course	Jan. 15
Last day to drop the course without creating a record	Jan. 17
Last day to drop or withdraw from this session	Feb. 14
Last day of classes or final exam day	Mar. 6

Course Activities:

Exams:

There are three major examinations based on class presentations and assigned readings. Both exams are two-part exams. Part One of each exam will be multiple choice questions. You have one hour to answer 50 questions. The second part of each exam will require longer essay answers. You will answer two or three questions out of four or five questions. You will have an hour to answer those questions. The two parts of the exam must be completed within the three-day window between when the exam opens and when it closes. You may, however, take the two parts at different times within that 3-day window.

Each exam is worth 100 points. Please be aware that the LMS may show more points being available for each part than what will be available. This is because typically you get to choose questions to answer in each part from a larger pool of questions.

Both parts of both exam require that the Respondus Lockdown Browser and Monitoring System be used.

Quizzes:

Quizzes are short multiple choice tests designed to help you assess how well you are understanding points in lessons' readings and presentations. They you can earn 20 points per quiz..

On most quizzes you can attempt each quiz two times with the highest of the two scores being the score counted in the grade center. The quizzes come from a bank of questions, so if you want to improve your score in the second attempt review the readings and presentations, not the first quiz. The quiz will change.

The first quiz--The Syllabus Quiz must be taken using the Respondus Lockdown Browser and Monitor. This is to ensure that you are familiar with how the Respondus system works before you get to a major exam. All other quizzes do not require the use of the Respondus system.

Term Project:

The Term Research Project is an individual research paper on an issue currently facing the profession of healthcare management. Go to the term project module about two-thirds through the modules. There you will find a video and short article by the Harvard School of Public Health discusses some possible topics. Your project may be on one of the topics discussed in the Harvard presentation or another topic you find in current journals or the news. The term project is to research the topic and then write a paper in which you:

- Describe the issue and why it important to healthcare managers today.
- Give differing views found in the literature on issue.
- Describe how Healthcare Managers are addressing the issue or seeking ways to address the issue.

The paper should be well research using reliable academic and professional sources professionally cited. There is no maximum for the number of sources used, but you should seek opinions or insights of around 15 different authors or professionals on the topic you have chosen. Thus if you have one person quoted often on an issue you may cite the different places where the person either wrote the material or is quoted. You, however, will want the views of 14 others.

There is no set paper length minimum, but the average will probably be around 10 pages in length. Please do not exceed 20 pages in length including citations and bibliography.

Besides the term project paper, prepare a **one page summary of your paper** stating the major points from your paper. There will be a group discussion where the first submission will be this one-page summary. The group will then discuss the issues studied by its members.

Individual Paper Assignments:

Each student will prepare two individual paper assignments during the semester as shown on the course schedule. These analysis should not exceed the page limit in the assignment. There will be questions provided with each case to guide the analysis of that case.

Graded Class Discussion:

There are a series of discussion topics throughout the course. The class will be divided into groups for these discussions. Each group will have between 6-7 people. The graded discussions are each worth 25 points. To earn the full 25 points a participant should make a minimum contributions to the discussion over the course of the discussion. The first contribution should be within the first two days of the discussion. Typically, the discussion will be open for 5-6 days.

The contributions will address questions in the assignment and response other group members have made. There should be some discussion of ideas back and forth between group members. For that reason group members are expected to sign into the discussion three or four times during the course of the discussion, daily is a good target visits if you can.

Your instructor will visit each groups' discussion typically two or three times during the assigned discussion period. Often he will add his own comments to the discussion as an added group member. From-to-time he may add an additional question to the discussion to help simulate discussion or bring out key points that the group may wish to consider. If enrollments in the course are large enough that a coach is assigned to the course, the coach may also join in the discussions in manner similar to that of the instructor.

Optional Comprehensive Final:

At the end of the course on the days shown on the schedule students may take an optional comprehensive final. It will be a 100 multiple choice questions covering all material covered in the course. You will have 100 minutes to complete this test.

The optional comprehensive final will be worth 100 points and may be used to replace one of the regular exam grades, all quiz grades, or the two individual papers total grades. It may not be used to replace participation in group discussions or to replace the term project paper. If used to replace quiz or individual paper grades, you have to take all quizzes or both individual papers.

You cannot take some from each category. Taking the optional final cannot lower your point total. It will simply replace a low grade.

Course Grading System:

The planned graded assessment activities of this course. Each activity has a different point value.

Evaluation Events	# of Events	Points per Event	Total Points
Exams		100	300
Individual Case Papers	2	50	100
Term Project Paper	1	100	100
Group Discussion on Term Project	1	50	50
Graded Discussions	1	30	30
Quizzes	6	20	120
Optional Comprehensive Final*	1	100	
Total			700

Please Note: Canvas may show 700 possible total points. This is because the optional final is in the grade center. When term grades are calculated the optional final replaces other assignments.

Grading Scale: The semester grade for this course is based on the weighted average of all assignments using the weights above. The final grade will be based on the following scale:

- Grade of A= 90% of total points
- Grade of B= 80-89% of total points
- Grade of C= 70-79% of total points
- Grade of D= 60-69% of total points
- Grade of F= 59% of total points or below.

Depending on the performance of the class on all assignments, instructor may “curve grades” by lowering minimum points in the weighted average needed for a particular grade. The curve will never raise the minimum needed for a particular grade.

Timing of Grading and Feedback:

Timely and accurate feedback on assignments is important to help students understand the expectations on different types of assignments and to an assessment of learning. Different types of assignments take different time for grading and feedback. Every effort will be made to provide grades and feedback on the following schedule:

Type of Assignment	Grading Schedule
Quizzes and Multiple-Choice Sections of Exams Completed within the Time Limit	Machine graded with feedback provided shortly after submission
Quizzes and Multiple-Choice Sections of Exams Completed Submitted After the Time Limit was Exceeded.	This requires instructor or coach review. Review should be 1 work day of submission.
Essay Sections of Exams	Grades and feedback within 3 workdays of the deadline for completion of the exam
Individual Assignment Paper	Grades and feedback should be available within 3 workdays of the due date
Graded Discussions	Grades and feedback should be posted within 3 workdays of the assigned conclusion of the discussion.
Term Project	Grading and feedback will be completed by the Friday of the final week of the course.

Time Management: The time individual students working on the course material in MNGT 4331 will vary with the individual. It is best estimate for the number of hours a typical student will spend on average on readings, watching and taking notes on presentations, preparing assignments, and studying for exams is around 145 for the term or approximately 21 hours a week. This will not necessarily be evenly spread from one week to the next. Please review the assignments carefully and management your time carefully. Somethings to note in planning your time—

- Some assignments are relatively flexible. Quizzes for example have due date to help students pace their coursework, but there is no late penalty for late submission. Other assignments such as individual and group papers do have late penalties for late work. You can turn them in early without penalty, but not late.
- Exams have a relative tight schedule. They are available for a particular window. I do not adjust that for convenience. I adjust for military assignments such when an exam hits a National Guard Weekend or similar event totally out of an individual's control. If you need such an accommodation please contact me early.

- Discussions and group assignments require the group to interact. For that reason you as an individual really need to be active during the time of the activity. Discussions typically require only a few minutes each day of the week of the discussion for you to login and respond to others or make submissions.
- A graduate in the College of Business should be able to management time and as a senior in the College we want you to demonstrate you know how to do this.. Telling me, “Oops I just missed this deadline,” is not something we want graduates telling their bosses after graduation, so please management your time.

Course and University Policies

Discussion Board

Discussion Board is primarily for discussing course related topics and issues.

Best practices are:

- Read all message postings in online discussion.
- Respond to the question directly
- Reply to minimum of two other student posts.
- Use a person's name in the body of your message when you reply to their message.
- Avoid postings that are limited to 'I agree' or 'great idea', etc.
- Ensure responses to questions are meaningful, reflective.
- Support statements with concepts from course readings, refer to personal experience, examples.
- Follow **Rules of Behavior (below)**.

Rules of Behavior

Discussion areas are public to every student in this class (including your instructor) who will see what you write. Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal.
- Do not use language that is inappropriate for a classroom setting or prejudicial in gender, race, or ethnicity.
- Do not use all caps in the message box unless you are emphasizing (it is considered shouting).
- Be courteous and respectful to other people on the list
- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.
- Use line breaks and paragraphs in long responses.
- Write your full name at the end of the posting.
- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

Make-Up/Late Submission Policy

Describe make-up and late policy. (Example: All course activities must be submitted before or on set due dates and times. If the student is unable to abide by the due dates and times, it is her/his responsibility to contact the instructor immediately.)

Academic Dishonesty/Plagiarism/Cheating

The academic community regards academic dishonesty as an extremely serious matter, with serious consequences. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. Any suspicion of academic dishonesty will be reported and investigated. A student who engages in scholastic dishonesty that includes, but is not limited to cheating, plagiarism, and collusion will receive an "F" for the course.

All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. For complete information on UTPB student conduct and discipline procedures consult the [University's Handbook:Scholastic Dishonesty](#).

Academic dishonesty includes, but is not limited to cheating, plagiarism, collusion, falsifying academic records, misrepresenting facts, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student such as, but not limited to, submission of essentially the same written assignment for two courses without the prior permission of the instructor, or the attempt to commit such acts.

Plagiarism includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Attendance and Class Participation

Regular and active participation is an essential, unmistakably important aspect of this online course. Students will log on a minimum of three times every seven days. All students are expected to do the work assigned, notify the instructor when emergencies arise.

Tracking

Learning management systems have tracking features. Statistics are collected that quantifies how often and when students are active in the course and provides information if the student has accessed different pages of the course.

Absenteeism

All the course activities have set dates to be completed and submitted. After the due dates the activities will not be available for the students. Not logging into an online course is considered absenteeism. Contact instructor immediately in case of emergency medical situation.

Course Incomplete/Withdrawal/Grade Appeal

All students are required to complete the course within the semester they are signed up. Incomplete grades for the course are rarely given, will only be granted if the student provides a valid, documented excuse for not being able to complete the course on time, and has contacted the instructor prior to the scheduled last class to request an extension. The student signs a contract that includes the incomplete course activities and the new due dates.

Find information and dates regarding drops and withdrawals consult the University Handbook: [Drops and Withdrawals](#) and [Appeal Process](#).

Accommodation for Students with Disabilities

Students with Disabilities: The University of Texas of the Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides “reasonable accommodations” to students with disabilities. Any student with a disability who is requesting an accommodation for this course must provide the instructor with official documentation in the form of a letter from the ADA Officer for Students. Only those students who have officially documented a need for an accommodation will have their request honored. **Adapted from UTSA ADA syllabus statement.**

ADA Officer for Students: Mr. Paul Leverington
Address: Mesa Building 4243/4901 E. University, Odessa, Texas 79762
Voice Telephone: 432-552-4696

Email: ada@utpb.edu

For the accessibility and privacy statements of external tools used within courses, go to [Accessibility and Privacy Statements](#).

Computer Skills, Technical & Software Requirements

Describe any special prerequisite skills (word processing, spreadsheet, presentation software, YouTube account, etc. Example: This course is designed as a web-based class, which necessitates specific computer expertise on the part of the student, specific computer equipment or programs, and a commitment on the part of the student beyond that of most other courses.) Student will need to create word processing documents, save files, submit files.

Students can use cloud version of Word, PowerPoint and other Microsoft products through use of their UTPB Outlook 365 and UTPB email address. For more information refer to [UTPB Office 365 Page](#).

Computer Technical Requirements

See [Technical Requirements](#).

Online Student Authentication

UTPB requires that each student who registers for an online course is the same student who participates in, completes, and receives credit for the course. UTPB’s Distance Education Policy requires faculty members to employ at least two methods of verification to ensure student identities. To access online

courses students must login to the UTPB learning management system using their unique personal identifying username and secure password. UTPB's Distance Education Policy requires at least one additional student identification method within the course that has been determined and approved by the faculty or academic program. This course satisfies the second method of student authentication by: Presentation of approved photo ID* through a web cam and video recorded proctoring during assessment (Respondus Monitor, Examity)

*Approved up to date photo identifications are: passports, government issued identification, driver's licenses, military ID from DoD. Dual credit and early college high school students use school district identifications.

Using LockDown Browser & Respondus Monitor for Online Exams

This course requires the use of LockDown Browser and Monitor for online exams. Watch this [short video](#) to get a basic understanding of LockDown Browser and Monitor.

Download and install [LockDown Browser](#).

To take an online test, open LockDown Browser which opens Canvas and navigate to the exam. (You cannot access the exam with a standard web browser.)

When taking an online exam, follow these guidelines:

- Setup web cam for exams using Monitor.
- Ensure you're in a location where you won't be interrupted.
- Turn off all mobile devices, phones, etc.
- Clear your desk of all external materials — books, papers, other computers, or devices.
- Remain at your desk or workstation for the duration of the test.
- LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted.

Preparation for Emergencies

Computer Crash

Not having a working computer or a crashed computer during the semester will NOT be considered as an acceptable reason for not completing course activities at a scheduled time. NOTE: Identify a second computer before the semester begins, that you can use when/if your personal computer crashes.

Complete Loss of Contact

If you lose contact with course connectivity completely (i.e. you cannot contact me via Canvas or email), you need to call instructor, and leave message regarding connectivity loss and contact information.

Lost/Corrupt/Missing Files

You must keep/save a copy of every project/assignment on an external drive, UTPB Outlook 365 OneDrive, or personal computer. In the event of any kind of failure (e.g. virus infection, student's own computer crashes, loss of files in cyberspace, etc.) or any contradictions/problems, you may be required to resubmit the files.

End-of-Course Evaluation & Instructor Evaluation

Every student is encouraged to complete an end of course evaluation survey provided by UTPB. During the last two weeks of class, there will be an announcement in Canvas, an email, and a button in your course navigation that will take you to any available surveys.

The survey is anonymous and your responses are confidential. Your feedback is critical to us and to your instructor as we strive to improve our offerings, and our support of you, the students.

Student Support Services

SERVICE	CONTACT
ADA Accommodation/Support	Testing Services & Academic Accommodations Department (432) 552-4696
Advising	(432) 552-2661 UTPB Academic Advising Center
Bookstore	UTPB Campus Bookstore (432) 552-0220
Email, Office 365, my.utpb.edu	Information Technology
Financial Aid and Scholarship	UTPB Financial Aid (432) 552-2620
Library	The J. Conrad Dunagan Library Online at (432) 552-2370
Registrar	UTPB Registrar (432) 552-2635
Student Services	Student Services (432) 552-2600
Technical Support	Canvas 1-866-437-0867
Tutoring & Learning Resources	If you are taking courses through UTPB the following links provide services: Smarthinking Online Tutoring (provides tutoring services), SmarterMeasure (measures learner readiness for online course).

Disclaimer & Rights

Information contained in this syllabus was to the best knowledge of the instructor considered correct and complete when distributed for use in the beginning of the semester. However, the instructor reserves the right, acting within the policies and procedures of UTPB to make changes in the course content or

instructional techniques without notice or obligation. The students will be informed about the changes, if any.

Copyright Statement

Many of the materials that are posted within UTPB courses are protected by copyright law. These materials are only for the use of students enrolled in the course and only for the purpose of the course. They may not be further retained or disseminated.

Sample Syllabus

MNGT 4331.793: Healthcare Management
Course Schedule— Spring 2020, First Short Term

Dates	Topics	Readings	Assignments
Jan 13 to Jan 18	Introductions: <ul style="list-style-type: none"> • To the Course and its Expectations • Introduction to the Healthcare Manager's Role Profession Career Path and the American College of Healthcare Executives Job Analysis of Healthcare Management 	Text Chapter 1 Leadership and Governance: Text Chapters 15 and 16 and Two Articles in the LMS	Quiz on the Introduction to Healthcare Management. Requires Lockdown Browser. Graded Group Discussion on Leadership and Governance Starts on Jan. 19 ends on Feb. 3rd
Jan 18 to Jan. 22	<ul style="list-style-type: none"> • Transformational Culture • Continuous Improvement • Michael Porter's Framework for Healthcare Value Added Healthcare 	Text Chapters 2 and 3	Individual Paper on Transforming Culture and Outcomes Due January 20th .
Jan. 22 to Jan. 26	<ul style="list-style-type: none"> • Marketing • Strategy • Governance 	Text Chapters 4 and 15	Quiz on Strategy and Marketing
Exam One Open Jan 24 to Jan 26	Lessons and readings to date.		Requires Lockdown Browser
Jan. 27 to Feb. 2	<ul style="list-style-type: none"> • Clinical Excellence • Clinical Organization • Internal Consulting 	Text Chapters 5 and 14	Quiz on Clinical Organization Please Take a Look at the Term Project and Start on it.
Feb. 3 to Feb 9	<ul style="list-style-type: none"> • Clinical Staffing • Nursing • Clinical Support 	Text Chapters 6, 7, and 8	Individual Paper: Clinical Services Planning Due Feb. 9
Exam Two Open Feb. 8 to Feb. 10.	Lessons and readings from Jan. 27 to date.		Requires Lockdown Browser
Feb. 10 to 16	<ul style="list-style-type: none"> • Population Health • The role and responsibility of healthcare organizations in improving population health 	Text Chapter 9	Quiz on Population Health

Feb. 17 to Feb. 23	<ul style="list-style-type: none"> • Information Technology • Human Resources Management 	Text Chapters 10 and 11	Quiz on I.T. and Human Resources Term Project Individual Paper Due: Feb. 20 Group Discussion on Term Projects Starts Feb. 22
Feb. 24 to Feb. 29	<ul style="list-style-type: none"> • Financial Management in Healthcare • Basic Accounting • Insurance's Importance to Healthcare Finance • Managing Finances 	Text Chapters 12 and 13	Quiz on Building Health Care Team Graded Group Discussion on Term Research Papers Ends Feb 28th.
Exam Three Feb. 29 to Mar. 2	Lesson and Readings since the last exam.		Requires Lockdown Browser
Optional Mar 1	Optional Comprehensive Final <ul style="list-style-type: none"> • Replaces One Exam • 100 Multiple Choice Questions on All Material in the Course 		Requires Lockdown Browser

- Unless noted otherwise all activities open at 12:01 a.m. on the opening date. All activities are due at 11:59 p.m. on the due date shown on the last day of the week.