

Panuska College of Professional Studies  
Department of Health Administration and Human Resources  
Graduate MHA Program

**HAD 508 – LEADERSHIP IN HEALTH CARE ADMINISTRATION**

3 Credits

Daniel J. West, Jr., Ph.D., FACHE, FACMPE

Fall Semester, 2018

Wednesday 4:30 – 7:10 p.m. (Section 41)

Wednesday 7:20 – 10:00 p.m. (Section 42)

I. COURSE TITLE: **HAD 508 – Leadership in Health Care Organizations**

II. COURSE CREDITS: 3 credits

III. COURSE DESCRIPTION:

Micro and macro organizational behavior theories will provide the theoretical foundation for critical study of effective leadership within organizations. The processes of communication, problem solving, critical thinking, conflict management, change management and decision making will be explored at an individual, group, and organizational level. The imperative for leaders to understand and properly manage people will be emphasized. Various models of leadership will be reviewed including leadership competencies. Globalization, diversity leadership, governance and cultural diversity will be examined. Additionally, participants will reflect upon and evaluate their individual leadership abilities, competencies, personal values, interpersonal and communication skills.

IV. PREREQUISITES:

The prerequisite course for HAD 508 is HAD 504. HAD 508 is normally taken in the 2nd year of MHA study.

V. REQUIRED TEXTS:

VI. OPTIONAL TEXTS:

Kouzes, J.M. & Posner, B.Z. (2012). The Leadership Challenge (5<sup>th</sup> Ed.). Wiley, San Francisco, CA.

Pointer, D.D. (2008). Navigating the Boardroom. Greenlake Press, Seattle, WA.

Publication Manual of the American Psychological Association (6<sup>th</sup> ed.). (2010). Washington, D.C.: American Psychological Association.

White, K.R. & Lindsey, S. (2015). Take Charge of Your Healthcare Management Career. Health Administration Press, Chicago, IL.

VII. METHODS:

Within class, course objectives will be achieved through a combination of

Domain 2 Leadership

1. Understand leadership styles, techniques, theory and models. (1)
2. Explore opportunities for growth and development and prepare a plan of action. (1)
3. Anticipate the need for resources to carry out initiatives. (2)
4. Apply knowledge of governance to administration, medical staff and the board of directors. (2)
5. Ability to understand and use decision-making, problem-solving, conflict management and power relationships in an organization. (1)
6. The ability to understand a situation, issue or problem by breaking it into smaller pieces and analyzing the parts. (2)

Domain 3 Professionalism

1. Understand the ACHE Code of Professional ethics, professional standards,

12. reflect upon and assess one's leadership abilities and values (D3.2; D3.4; D1.5; D4.2)
13. express educated opinions, both orally and in writing, on current events and leadership issues (D1.3; D3.4)
14. apply new knowledge to address problems and issues confronting leaders (D3.5; D3.1; D3.3)
15. utilize the case method approach to analyze and understand organizational leadership issues (D1.3; D2.3)
16. demonstrate critical thinking and critical analysis (D2.5; D2.6; D5.2)
17. apply principles and concepts of diversity leadership and globalization (D3.5; D4.2)
18. exhibit good communication and interpersonal skills (D1.1; D1.2; D1.3; D1.4)

X. MAJOR COURSE ACTIVITIES:

- |    |                           |    |                               |
|----|---------------------------|----|-------------------------------|
| A. | Class Lecture             | I. | Reserved Reading Assignments  |
| B. | Class Discussion          | J. | Supplemental Readings         |
| C. | Class Participation       | K. | Case Method and Analysis      |
| D. | Class Attendance          | L. | Research                      |
| E. | Group Activity            | M. | Examination                   |
| F. | Critical Analysis Reports | N. | Video Tapes and Slides        |
| G. | Course Handouts           | O. | Professional Paper            |
| H. | Guest Speakers            | P. | Communication Skills Training |

Class Lecture:

Class lectures will be used throughout the course. The professor will provide additional information, research findings and opinions of other specialists via class lecture and discussion. This material will supplement text reading assignments. Effective note taking is essential and important because lecture material will be incorporated into class discussion, exercises, class projects, and case study analysis.

Class Discussion and Participation:

This course is designed to maximize class interaction and utilize the resources and expertise of every participant. Participants are encouraged to ask questions, complete reading and course assignments, generate relevant discussions, and express their opinion on issues. Everyone in class will be asked to participate in class discussions on specific topics, as well as small group exercises (see Appendix A). Student presentations will be made with time for discussion during class.

Class Attendance:

Class attendance is extremely important because of the manner in which the course is designed. If participants cannot attend class because of circumstances beyond their control, this must be discussed with the professor. Lectures are designed to augment and supplement reading assignments. Students are expected to attend all scheduled meetings of courses in which they are enrolled. Every student is responsible for all material presented and announcements made during any class.

Group Activity:

Some class activities and projects require working together in small groups of 3-5 people. Appendix B provides guidelines to insure meaningful group participation.

Critical Analysis Reports:

Reading Assignments/Handouts:



XV. CLASS POLICIES:

1. Class members are expected to attend classes and are responsible for all course material covered on the





**ORGANIZATIONAL LEADERSHIP**  
**COURSE OUTLINE AND LECTURE SCHEDULE**

Wednesday: 4:30-7:10 PM  
Wednesday: 7:20 10:00 PM

McGurrin Hall  
Room 402

WEEK	DATE	CONTENT AREAS	READINGS
1	Aug. 29	Welcome and Introductions Overview of Course Syllabus and Outline Course Requirements and Assignments Scientific Approach, Research Methods Case Method Approach Communication Skills Training FSRP Options Introductions	Syllabus & Outline All Attachments Appendix A (p.521 533) Ch.1 - G Ch. 1 & 2 - D Ch. Introduction - F
2	Sept. 5	The Study of Organizations Managing Effective Organizations Organizational Culture	Ch. 2 & 3 - G Ch. 3 - D Ch. 1 & 2 - F
3	Sept. 12	Managing Globally Individual Behavior and Differences <b><u>Critical Analysis Report #1 Due</u></b>	Ch. 4 - G Ch. 4 & 5 - D Ch. 3 & 4 - F
4	Sept. 19	Motivation: Background and Theories	Ch. 5 - G Ch. 6 & 7 - D Ch. 5 & 6 - F
5	Sept. 26	Motivation: Organizational Applications Workplace Stress: Issues and Management <b><u>Critical Analysis Report #2 Due</u></b>	Ch. 6 & 7 - G Ch. 8 & 9 - D Ch. 7 & 8 - F
6	Oct. 3	Group and Team Behavior	Ch. 1 - B Ch. 8 - G Ch 10 & 11 - D
7	Oct. 10	Conflict Management and Negotiation Change Management	Ch. 9 - G Ch. 11 & 12 - D
8	Oct. 17	Power & Politics Guest Lecture: Healthcare Executive <b><u>Case Method Research and Application (Team #1)</u></b> <b><u>Case Method Research and Application (Team #2)</u></b>	Ch. 10 - G Ch. 13 & 14 D Ch.2 - B
9	Oct. 24	Leadership: Fundamentals	Ch. 11 - G Ch. 15 & 16 D (p. 1 9) - C Ch. 3
10	Oct. 31	Leadership: Emerging Perspectives Guest Lecture: Physician Executive <b><u>Case Method Research &amp; Application (Team #3)</u></b> <b><u>Case Method Research &amp; Application (Team #4)</u></b>	Ch. 4 - B Ch. 12 G Ch. 17 & 18 - D (p. 9 13) - C

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WEEK	DATE	CONTENT AREAS	READINGS
11	Nov. 7	Work Design & Organizational Structure	

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