

**University of North Carolina at Greensboro
Bryan School of Business and Economics
Department of Business Administration
Course Syllabus**

1. COURSE NUMBER:
2. COURSE TITLE: Management of Health Care Operations
3. CREDITS: One and one half
4. PREREQUISITES/COREQUISITES: Completion of MBA core courses
5. FOR WHOM PLANNED: This course will be an elective primarily for students in the Bryan School Of Business MBA program who choose to obtain an understanding of the management of health care operations. This course should be of interest to students pursuing careers in business, health care, operations and human resources.
6. INSTRUCTOR INFORMATION:

Professor: Robert F. Katana, FACHE & FACMPE
Office: Bryan – room 348
Office Hours: T&Th 3-3:30pm and Thr 5-6pm
E-mail: bobkat198@aol.com or rfkatana@uncg.edu
Phone: 336-841-0933
7. CATALOG DESCRIPTION: The course provides an overview of the concepts and the principles that are involved in the management of health care operations. This course is designed to provide the participants with a working knowledge of a wide variety of subjects pertinent to today's fluid health care market. The course concentrates on those areas that are critical to administrators and managers at all levels ranging from health care financing to management information systems (MIS).
8. STUDENT LEARNING OUTCOMES: At the conclusion of this course, students will have a broad working knowledge of:
 - A. Today's health care environment
 - B. Health care financing
 - Hospital
 - Medical Practice
 - C. Practice management
 - D. Health care management information systems (MIS)
 - E. Legal environment
 - F. Managed care
 - G. Health care delivery system/models

H. Cognitive Course Objectives – Upon completing the course, the student should be able to:

1. Identify and understand the core competencies for health care management
2. Understand terminology related to today's health care workplace, patients and management roles
3. Describe trends and changes in health care management
4. Discuss duties and expectations for health care managers
5. Compare the purposes of Boards, teams, committees, divisions, and departments as organizational structures in healthcare settings.
6. Evaluate the effectiveness of health care organizational structures
7. Analyze professional workers supply and demand issues, access and availability
8. Identify effects of politics and conflicts amongst the health care professional workforce
9. Collaborate with others to carry out a SWOT analysis
10. Apply planning techniques to real-life health care situations
11. Understand the importance of health care teamwork
12. Identify key stakeholders in health care delivery and business processes

9. **TEACHING STRATEGIES:** Many of the concepts and principles that will be studied are found in the general study of management. We will focus on how these concepts and principles apply to the health care industry. This will lead to an understanding of the process of management and the functions, skills, and behaviors of effective management and leadership in the health care field.

10. **EVALUATION METHODS AND GUIDELINES FOR ASSIGNMENTS:** This course is a combination of lecture, case study, article reviews, group project, and seminar conducted intensively in a weekly three-hour meeting. The materials studied will build on concepts and skills acquired in MBA core courses. This course will include readings on operations management and organizational theory, written exercises, in-depth class discussions, case studies, a healthcare terminology quiz, final exam, and a team project/ paper. The team project/ paper will be on a health care operations management topic approved by the instructor. It should be a minimum of ten pages in length, include a bibliography of at least ten references. A brief synopsis of the paper will be presented in class.

Attendance at all classes, completion of all reading assignments and written assignments, and participation in class discussions is required.

Grading Criteria:

Quiz	10%
Class participation/contribution/case studies	25%
Team project/paper	40%
Final Exam	25%

Letter grades will be assigned according to the following scale:

A	96-100%
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A-	91-95%
B+	86-90%
B	81-85%
B-	76-80%
C+	71-75%
C	66-70%
F	00-65%

Testing: The final exam will consist of four-five case studies. The student will respond to questions related to the situations. The final exam will require students to demonstrate basic knowledge and comprehension and to analyze how concepts influence health care management decisions.

Class Participation: Students will be expected to engage in discussion of material covered in the class sessions, where a comfortable environment for the exchange of ideas is intended. Credit for participation will be earned by completing case studies and through timely questions or observations during class about topics related to the readings, lectures, and/or presentations.

Team project/paper: Students will be assigned to small groups for the purpose of completing a team project. The task for each team is to develop and present a workable plan for addressing a health care problem or issue. The professor must approve topics no later than the end of class for Session 2. The written form of the presentation will consist of no less than 10 pages and is due after the teams have made oral presentations. Team members will receive grades based on each team's choice of topic, originality, and the administrative as well as the political viability of both the oral and written portions of the group project. The team project/ paper should:

1. Identify and define the problem and issues
2. Generate and evaluate possible courses of action
3. Provide a SWOT analysis if appropriate
4. Choose a preferred solution and defend this option
- 5 Specify processes for implementing the solution
- 6 Detail the conclusion, results and/or outcome

Students will present their projects during the next to last class session. They may use power point or other visual aids for their presentations. A paper copy of the report should be provided to the instructor prior to the presentation.

11. Text:
Donald M. Lombardi/John R. Schermerhorn, Jr. with Brian E. Kramer., HEALTH CARE MANAGEMENT. John Wiley & Sons, Inc., Danvers, 2007

Griffith, John R., The Well-Managed Health Care Organization. Health Administration Press, Ann Arbor, 1995 (Supplemental Text)

Supplemental reading material and case studies: Provided by the instructor

12. TOPICAL OUTLINE : Students who choose this elective may have a specific Objective for taking this course. The instructor will ask for input during the first Session. The topical outline may be modified to address student needs.

Session 1	Syllabus,Orientation, Expectations, Overview of the US Health Care System
Session 2	Quiz – Health Care Terminology, Submission of topic for team project And Health Care Management Core Competencies. Case Study. Lombardi, Chapters1-3 and Griffith, Chapters 3-5
Session 3	Organizational Structure and Processes in Health Care. Hospital –NP, FP, Govt.; Group Practice and Business Board, Committees, Departments, Divisions and Teams Case Study Lombardi, Chapter 4 & Griffith, Chapter 8
Session 4	Health Care Work Force – supply and demand, access, availability and Professional. Physicians, nurses, therapists, pharmacists, etc. Case Study. Lombardi, Chapters5-7
Session 5	Health Care Operations – leadership, teamwork, budget, costs, regulation And quality. Case Study. Lombardi, Chapter 9 & Griffith Chapters7-9
Session 6	Team Projects/Papers
Session 7	Final Exam

13. ACADEMIC HONOR CODE: Students are expected to know and abide by the Honor Code in all manners pertaining to this course. Violations of any provision of the Honor Code will be pursued in accordance with the rules set down by the Code.
14. ATTENDANCE POLICY: Students are expected to arrive punctually for the start of each class. Arriving late will lower the student’s participation score. If the student misses any deadlines, he/she is required to make it up on his/her own.
15. ADDITIONAL REQUIREMENTS: None.
16. BIBLIOGRAPHY:

Barton, Phoebe L., Understanding the U.S. Health Services System, 3rd ed. Chicago: Health Administration Press, 2003.

Cooper, Robert K., Ph.D., EM9 – Leading in a Changing World: What Separates the Best from All the Rest

Griffith, John R., The Well-Managed Health Care Organization. Health Administration Press, Ann Arbor, 1995.

Ginter, Peter M.; Swayne, Linda E.; and, Duncan, Jack W., Strategic Management of Health Care Organizations, 4th ed. Blackwell Publishers Ltd. 2002.

Kaval, Vincent R. and Voyten, Lawrence J., ES2 – Accelerating Strategic, Operational and Crisis Decision-Making Processes

Kovner, Anthony R. and Neuhauser, Duncan, Health services Management: a book of Cases, 6th ed. Health Administration Press, Chicago, Ill. 2001.

Starr, Paul, The Social Transformation of American Medicine, New York: Basic Books, Inc., Publishers, 1982.

The ACMPE Guide to the Body of Knowledge for Medical Practice Management.

Weymier, Rick, ET29 – Successful Physician Practice Management Strategies

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Online sources that will be referenced in the course:

www.aarp.org/health

www.cancer.org

www.diabetes.org

www.americanheart.org

www.cdc.gov

www.clinicaltrials.gov

www.familydoctor.org

www.healthfinder.gov

www.kidshealth.org

www.mayoclinic.com

www.medem.com

<http://medlineplus.gov>

www.cancer.gov

www.webmd.com

<http://www.ache.org>

<http://www.aha.org>

<http://www.ama-assn.org>

<http://www.ana.org>

<http://www.healthmanagementcareers.com>

<http://www.jcaho.org>

<http://www.mgma.com>

<http://www.ncha.org>

