

University of Florida
College of Public Health & Health Professions Syllabus HSA 6342:
Human Resource Management (3 credits)
Spring 2020
 Delivery Format: On-Campus

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PURPOSE AND OUTCOME

Course Overview

This course provides a foundation of knowledge and skills applicable to the current issues in Human Resources Management with a focus on healthcare. Students will be exposed to key laws, issues and concepts related to HR management. The course uses a combination of informative lectures, executive team exercises, group presentations, classroom discussions, and case study analyses to provide students with the tools and insight needed to explore a variety of human resource management issues in healthcare.

Course Objectives and/or Goals

At the conclusion of the course, students should meet the following objectives that relate to the designated competencies:

- Understand various human resource challenges that can be encountered in a variety of healthcare settings.
- Discuss human resources principles and concepts as they relate to organizations, including in health services organizations.
- Apply knowledge to understand, analyze and discuss common human resource issues in healthcare.
- Develop and implement human resource strategies that can be utilized to solve various management and operational issues.

Course Competencies

The above objectives of the course are designed to contribute to the understanding and application of key competencies for the MHA program. The objectives contribute to the following program competencies:

- Incorporate principles and tools of human resources management, organizational behavior, and change management to achieve organizational goals. (HOP-4)
- Interpret, monitor, and comply with laws and regulations that protect health practitioners, organizations, and the public. (HEC-2)
- Demonstrate sensitivity to cultural, ethnic, and social characteristics in the design and delivery of programs and services. (HOP-3)
- Apply effective and appropriate oral and written communication vehicles. (LP-3)
- Articulate the criteria to assemble a team with balanced capabilities and utilization of effective group processes to hold team members accountable individually and collectively for results. (LP-2)

Objectives Matched to Competencies

Course Objectives	MHA Program Competency
Understand various human resource challenges that can be encountered in a variety of healthcare settings.	Incorporate principles and tools of human resources management, organizational behavior, and change management to achieve organizational goals. (HOP-4)
Discuss human resource principles and concepts as they apply to organizations, including in health services organizations.	Interpret, monitor, and comply with laws and regulations that protect health practitioners, organizations, and the public. (HEC-2)
Apply knowledge to understand, analyze and discuss common human resource issues in healthcare.	Demonstrate sensitivity to cultural, ethnic, and social characteristics in the design and delivery of programs and services. (HOP-3)
Develop and implement human resource strategies that can be utilized to solve various management and operational issues.	Apply effective and appropriate oral and written communication vehicles. (LP-3) Articulate the criteria to assemble a team with balanced capabilities and utilization of effective group processes to hold team members accountable individually and collectively for results. (LP-2)

Instructional Methods

The course will be taught primarily through a discussion and lecture format. Your participation in the class is vital to its success. I expect you to be prepared and ready to participate in each class. If voluntary participation lags, I will call upon students at random. As you learn about human resource management, you will learn to make good arguments from the view of the employer and the employee, even if you disagree with a particular point of view. By working through both sides of employment issues, you will be able to respond knowledgeably about HR management issues.

DESCRIPTION OF COURSE CONTENT

Course Schedule & Assignments

All reading assignments, including any supplemental readings, should be read prior to class to facilitate your learning and class discussions. If you miss class, it is your responsibility to obtain notes, handouts, and summary of the lesson/class activities from the missed class. The syllabus and course schedule are subject to revision. Confirm deadlines in class.

Week	Date	Topics & Readings	Assignments Due
1	1/6/2020	Syllabus Review Chapter 1 - Overview Chapter 2 - How HR Fits	Class Participation
2	1/13/2020	Chapter 3 - Legal Framework Chapter 18 - Ethics	Class Participation HR in 8 - Team #1 Case Analysis - Team #6
3	1/20/2020	No Class - Holiday	
4	1/27/2020	Chapter 4 - HR Activities Chapter 5 - Manager-EE Relationship	Class Participation HR in 8 - Team #2 Case Analysis - Team #7
5	2/3/2020	Chapter 6 - Position Descriptions	Class Participation HR in 8 - Team #3 & #4 Case Analysis - Team #8 & #9
6	2/10/2020	Chapter 7 - Employee Relations	Class Participation HR in 8 - Team #5 & #6 Case Analysis - Team #10 & #11

7	2/17/2020	Chapter 8 – Compensation & Benefits	Class Participation Test #1
8	2/24/2020	Chapter 9 – Performance Management	Class Participation HR in 8 – Team #7 & #8 Case Analysis – Team #1 & #12
9	3/2/2020	No Class - UF Spring Break	
10	3/10/2020	Chapter 10 – Succession Planning Chapter 11 - Training	Class Participation HR in 8 – Team #9 Case Analysis – Team #2
11	3/17/2020	Chapter 12 – Recruitment Chapter 13 - Selection	Class Participation HR in 8 – Team #10 Case Analysis – Team #3
12	3/24/2020	Chapter 14 – Managers & Employee Problems Chapter 19 – Social Media	Class Participation Test #2
13	3/30/2020	Chapter 15 – Addressing Problems	Class Participation HR in 8 – Team #11 Case Analysis – Team #4
14	4/6/2020	Chapter 16 - Termination Chapter 17 - Documentation	Class Participation Case Study Due
15	4/13/2020	Chapter 20 – Labor Unions Chapter 21 - Arbitration	Class Participation Test #3
16	4/20/2020	Chapter 22 – Maintaining an Effective HR Dept	Class Participation HR in 8 – Team #12 Case Analysis – Team #5

Assignments:

HR in 8 Team Presentation:

The field of Human resources changes every day. Developments and issues are in the news virtually every day. Leaders must stay abreast of these changes and the impact to the organization. Teams will seek out current issues and bring them to class. On an assigned day, teams will present no more than eight minutes on news or other events related to the field of human resources that has been reported in the past six months. Presentations will include a summary of the news and why it is significant. An additional 10-15 minutes should be allowed for questions and discussion led by the team, which will also contribute towards the class participation grades. PowerPoint or other presentation format may be used, and a citation for the article(s) or other source materials should be uploaded to Canvas, before class starts.

Case Analysis Team Presentation:

Each team will be provided two employment scenarios (case studies) with limited facts. Each scenario will have accompanying questions to be researched and answered by the team. Research may include applicable laws, best practices, ethical considerations, current issues in employment and organizational behavior principals. On the assigned date, the team will present both of their scenarios to the class and provide their summary of the issues based on the questions presented. Each member of the team should be prepared to answer additional questions from the class related to various aspects of their scenarios. The team may use a power point to help facilitate the discussion. Make sure to cite relevant cases or sources relied upon in the analyses.

The grade for the HR analyses will be given to each member of the team. The HR analyses will be evaluated based on a rubric posted on Canvas. In some cases, there is no “right” answer. For any answer that is chosen or argued, justify your answer in the law or sound, ethical reasoning. Also, your answers should be consistent with any of your assumptions (which should be stated clearly in your presentation), and consider the precedent of your decision making.

Tests:

Several days before the test, I will send an email regarding the upcoming test, including the information covered and test format. Generally, the tests are multiple choice format and may include questions requiring a short answer. The tested material includes the power points, lectures and discussions, team presentations, and the assigned readings in the textbook and supplemental readings.

The tests focus on the information presented since the previous test; meaning, the tests aren't cumulative. However, the concepts learned in the beginning of class are built upon and may be considered in subsequent tests.

Case Study Individual Paper:

As a culmination of this course and your program, this individual assignment draws on the course of objects as they relate to the key competencies for the MHA program. You will receive a case study, which will be posted on Canvas. Read the background information and scenario and then answer the questions on page 12.

Each student must turn in:

- A four to five page document answering all five (5) questions from the scenario
- A resources page identifying sources for used in support of your answers. Resources should include a variety of sources.

In some cases, there is no "right" answer. For any answer that is chosen or argued, justify your answer in the law or in sound, ethical reasoning. Also, your answers should be consistent with any of your assumptions, which should be stated clearly in the paper, and consider the precedent of your decision making.

Final Exam:

Over the course of this semester, we will be identifying and discussing the current human resources challenges facing healthcare organizations. Your final exam will to be write a position paper in which you will address the following areas:

- Part I: Identify which HR challenge you believe healthcare organizations need to focus on most and defend your position. Your grade will be determined on how well you describe the issue and how well you construct your argument as to why this area is most important.
- Part II: Using resources from class, industry, and the literature propose a possible solution(s) as a matter of best practice
- This paper will not be graded by length, but rather on the definition of your position, strength of your argument, evidence in support of your argument and the proposed solution. A rubric will be provided in class.

Class Participation:

The average student score for class participation will be 8.5 out of 10 points. Higher grades are reserved for those students (usually a small number) who make regular and insightful commentary with respect to class discussion. Lower grades are reserved for those who don't show up and/or when present do not participate in discussions, or seem preoccupied with their phone or other electronic device.

Course Materials and Technology Course Textbook:

Charles R. McConnell, Human Resource Management in Health Care: Principles and Practice. Third Edition. 2021.

Online Resources:

Society for Human Resource Management (SHRM) - www.shrm.org Occupational Safety and Health Administration (OSHA) - www.osha.gov US Department of Labor - www.dol.gov

Additional Materials:

Selected supplemental case studies and human resources management articles will be posted on Canvas. You are responsible for all supplemental readings. Supplemental material will be discussed in class and included on tests.

Power point presentations will be posted on the course website however will not always be available

before class. Material provided in the power point presentations is intended to supplement the course material and information discussed in class.

ACADEMIC REQUIREMENTS AND GRADING

Assignment/Course Grading

Assignment	Points	Competency
Test 1	10	HOP-4, HEC-2, HOP-3
Test 2	10	HOP-4, HEC-2, HOP-3
Test 3	10	HOP-4, HEC-2, HOP-3
HR in 8 (Team)	10	LP-3, LP-2
Case Analysis (Team)	10	HEC-2, LP-3, LP-2
Case Study Analysis (Individual)	20	HOP-4, HEC-2, HOP-3, LP-3, LP-2
Final Exam	20	HOP-4, HEC-2, HOP-3, LP-3, LP-2
Class Participation & Attendance	10	LP-3
Total Points	100	

Grade Distribution

Point system used (i.e., how course points translate into letter grades).

Points earned	93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	Below 60
Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E

Please be aware that a C- is not an acceptable grade for graduate students.

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E	WF	I	NG	S-
Grade Points	4	3.67	3.33	3	2.67	2.33	2	1.67	1.33	1	0.67	0	0	0	0	0

A grade of C counts toward a graduate degree only if an equal number of credits in courses numbered 5000 or higher have been earned with an A.

For greater detail on the meaning of letter grades and university policies related to them, see the Registrar's Grade Policy regulations at:

<http://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Policy Related to Make up Exams or Other Work

Please note: Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

Policy Related to Required Class Attendance

All faculty are bound by the UF policy for excused absences. For information regarding the UF Attendance Policy see the Registrar website for additional details:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT

Expectations Regarding Course Behavior:

Students are expected to arrive for class on time, be prepared and ready to participate in class discussions. Students must silence all electronic devices, including cell phones. I reserve the right to limit the use of electronic devices, such as tablets and laptops in the classroom.

Attendance and Make-up Work:

Students are expected to attend and be prepared for all scheduled class sessions. Personal issues related to class attendance or fulfillment of course requirements will be handled individually. A sign-in sheet will be circulated at or near the beginning of class. You are responsible for signing in each class whether you arrive on time or late. Class attendance is considered when grading participation.

Late Policy:

Only with permission and based on exigent, excusable circumstances will I accept late assignments. I reserve the right to penalize late assignments as deemed appropriate. If you anticipate turning in an assignment late, notify me with as much advanced notice as possible.

Academic Integrity:

Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For additional information regarding Academic Integrity, Please see Student Conduct and Honor Code or the Graduate Student Website for additional details: <https://www.dso.ufl.edu/sccr/process/student-conduct--code/>
<http://gradschool.ufl.edu/students/introduction.html>

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

Online Faculty Course Evaluation Process:

Students are expected to provide feedback on the quality of instruction in this course by

completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at: <https://evaluations.ufl.edu/results/>.

SUPPORT SERVICES

Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, you must register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class. The Dean of Students Office will provide documentation of accommodations to you, which you then give to me as the instructor of the course to receive accommodations. Please make sure you provide this letter to me by the end of the second week of the course. The College is committed to providing reasonable accommodations to assist students in their coursework.

Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: <http://www.counseling.ufl.edu>. On line and in person assistance is available.
- You Matter We Care website: <http://www.umatter.ufl.edu/>. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.
- The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: <https://shcc.ufl.edu/>
- Crisis intervention is always available 24/7 from:
Alachua County Crisis Center (352) 264-6789
<http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx>

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.
