

# **HL 340: Healthcare Administration Human Resource Management**

## **School of Business and Management**

5 Credits

Effective Date Winter 2020

Grading Type: Decimal

*Access to the Internet is required.*

*All written assignments must be in Microsoft-Word-compatible formats.*

*See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

## Faculty Information

Professional experience information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

## Contact Information

Contact information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

## Course Description

This course explores factors that affect behavior, performance, and job satisfaction of people working in healthcare organizations. Human resource management is a crucial part of healthcare administration. Students will become familiar with the skills needed to successfully recruit and train the people who work in the organization, as well as understand the legal issues relating to employment law.

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## Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage ("Find Your Reading List" button).

**Note:** Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

## Course Outcomes

This course will prepare students to:

- Outline key human resource functions.
- Analyze best practices for conducting employee performance appraisals.
- Appraise employee compensation and benefit schemes used in healthcare organizations.
- Identify the factors related to employee turnover and retention.

- Discuss the process of succession planning development and management.
- Describe the relationship between job training and productivity and employee engagement
- Summarize the relationship between organized labor and management in healthcare.

## **Grading Scale**

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current [University Catalog](#).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

# Course Assignments and Grading

## Assignments

### Human Resource Management Best Practices Paper (20% of Final grade)

Effective management of human resources has been shown to increase productivity, profitability, market value, and growth in organizations. For this assignment, students will research the best practices used by human resource departments in healthcare organizations. Using that research, students will write a 5-7 page paper (not including the cover sheet, abstract, or reference list) in APA format that includes how each of the following human resource management functions increases productivity, profitability, market value, and growth in a healthcare organization: job analysis/planning, staffing, training and development, performance appraisals, and compensation and benefits. Inclusion of examples of actual organizations is encouraged. A minimum of five (5) professional references must be included. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	15%
Connection Between Best Practices and Increases	45%
Description of Best Practices and Increases	30%
APA Style (citations, references, and formatting)	10%
TOTAL	100%

### Job Training, Performance Appraisals, and Retention Paper (30% of Final grade)

Employers utilize a variety of training models with their employees. These models may depend on the role of the employee and the complexity of the training. Part of a proper training protocol is to outline expectations of employees. Once job expectations are clear, employees should have their performance evaluated on an ongoing basis. Adequate training programs have shown to improve employee engagement. This is also true of fair compensation and benefit schemes. Keeping employees satisfied in their jobs is key to retaining employees. In this 8-10 page (not including cover page, abstract, or reference list) APA formatted paper, students will describe the relationship between

job training and productivity. Students will also analyze the best practices for conducting employee performance appraisals as well as compensation and benefits schemes. Students will also include a discussion of how the above factor are related to employee retention. A minimum of eight (8) professional references must be included. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Training and Productivity	20%
Appraisals, Compensation, and Benefits	20%
Link to Employee Retention	30%
Style and Mechanics	15%
APA Style (citations, references, and formatting)	15%
TOTAL	100%

### **Succession Planning Paper (20% of Final grade)**

Succession planning is a comprehensive organizational strategic process for every critical position in an organization. For the healthcare industry specifically, key talent shortages, high turnover among leaders, and attracting workers from other industries pose a great challenge. Consequently, healthcare organizations are more at risk and need to put in place best practices related to succession planning and talent management. In this 5-7 page paper (not including cover page, abstract, or reference list), students will describe the succession planning process. Students will include an analysis of how healthcare leaders can identify and develop employees for future leadership positions. This paper is to be in APA format and include a minimum of five (5) professional references. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Succession Planning Process	35%

Identify and Develop Employees	40%
Style and Mechanics	15%
APA Style (citations, references, and formatting)	10%
<b>TOTAL</b>	<b>100%</b>

### **Organized Labor and Management Paper (10% of Final grade)**

Managing effectively with organized labor requires the development and maintenance of a positive labor relations program. A positive and productive relationship can only be gained through an integration with all human resource functions. In this 3-5 page paper (not including cover page, abstract, or reference list), students will summarize the relationship between organized labor and management in healthcare organizations. This summary should include, but not necessarily be limited to, negotiations, grievances, and the pros and cons of managing employees in a union environment. This paper is to be in APA format and must include a minimum of three (3) professional references. References should be less than five years old in order to reflect current information.

<b>Components</b>	<b>% of Grade</b>
Summary of Relationship	70%
Style and Mechanics	15%
APA Style (citations/references)	15%
<b>TOTAL</b>	<b>100%</b>

### **Essays and Quizzes (20% of Final Grade)**

Each week students will write a short (3-5 paragraph) essay on the topic provided in the classroom. Students will have a one-question quiz each week. The quiz is not timed and students may use their text or other materials to research the answer.

## **Course Policies**

### **Professional Writing**

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

# University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

## Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

## Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit the [Title IX](#) portal page or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at the [CityU website](#) under the Policies section or at [CityU in Canada](#) website.

## **Religious Accommodations**

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the [my.cityu.edu](http://my.cityu.edu) student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the [my.cityu.edu](http://my.cityu.edu) student portal.

## **Academic Integrity**

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

## **Attendance**

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

## **Final Assignment Due Date**

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

# **Support Services**

## **Disability Services Accommodations Statement**

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at [disability@cityu.edu](mailto:disability@cityu.edu) or 206.239.4752 or visit the [Disability Support Services](#) page in the [my.cityu.edu](http://my.cityu.edu) portal.



Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

## **Library Services**

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

## **Smarthinking Tutoring**

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at [mycityusupport@cityu.edu](mailto:mycityusupport@cityu.edu) to request a user name and password.

## **Course Schedule**

The Course Schedule is located in the online course shell in the Syllabus, Schedule, and Course Team module.