

INDIANA STATE UNIVERSITY  
APPLIED HEALTH SCIENCES

**Supervision & Management in Health Professions**

**AHS 626 Section 301**

**Fall 2016**

**Distance Course**

**INSTRUCTOR:** Dr. Whitney Blondeau  
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Office Hours: Monday & Wednesday: 9:30-10:30 am  
Tuesday & Thursday: 11:00-11:50 am & 2:00-3:00pm  
Friday: 2:00-2:30 pm

\* You are strongly encouraged to communicate with the professor but please note that emails sent after 5:00 p.m. might not be read and replied to before 9:00 a.m. the following morning; Emails sent on the weekend may or may not be answered. In all instances, it is best to allow at least 24 hours for a response. I ask that you be mindful of your tone and use appropriate email etiquette (salutation, body of text, closing and signature (i.e., name)). Emails sent in text format (no capitalization, punctuation, etc.) will be deleted and not answered. ***If you need to discuss a serious matter or issue with the professor, an appointment is the most appropriate way to resolve the issue in a timely manner.***

**Required Text**

Liebler, J. G., & McConnell, C. R. (2012). Management principles for health professionals (6th ed.). Sudbury, MA: Jones and Bartlett.

***\*Additional required readings will be posted on Blackboard.***

**Recommended Text**

McConnell, C. R. (2011). Case studies in healthcare supervision (2nd ed.). Sudbury, MA: Jones and Bartlett.

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**COURSE DESCRIPTION**

This course provides students with supervisory methods, tools, and techniques designed to develop leadership qualities, promote human relations, and upgrade contributions of employee personnel involved in various types of health professions.

**COURSE OBJECTIVES**

Upon successful completion of this course, the student will be able to:

- Demonstrate the variety and complexity of the manager or administrator's role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.

- Evaluate and understand appropriate techniques for policy and procedure adoption and implementation.
- Understand the nature of professional work and the unique attributes of managing professional teams and organizations.
- Effectively manage the complexities of interdepartmental and inter-organizational relations in and among health organizations.
- Diagnose and improve the communication and coordination challenges facing a health organization.
- Recognize and effectively deal with planned and unplanned change in organizations.
- Explain how individual and group behavior influences the design and management of the organization.
- Learn and understand the formal and informal decision making structures and power relationships in health organizations.
- Increase personal ability and skills through collaborative work.

### **PREREQUISITES**

- Students are expected to have effective communication skills at a level expected of those who have earned a bachelor's degree.

### **COURSE POLICIES AT INDIANA STATE UNIVERSITY (ISU)**

#### **Distance Learning Courses**

Students are responsible for following all policies and procedures regarding attendance and enrollment at ISU. For more information, students should refer to the ISU distance learning website located at: <http://www.indstate.edu/distance/>.

#### **Students with Disabilities**

ISU seeks to provide effective services and accommodation for qualified individuals with documented disabilities. If you need an accommodation because of a documented disability, you are required to register with Disabled Student Services within the Center for Student Success - <https://www.indstate.edu/services/student-success/cfss/student-support-services/eligibility>. You can contact the Center at 237-2301, 2<sup>nd</sup> floor Gillum Hall.

#### **Emergency Preparedness**

In the event of a major campus emergency, course requirements, deadlines and grading percentages are subject to changes that may be necessitated by a revised semester calendar or other circumstances. Information about changes in this course will be posted to Blackboard Vista web page, communicated by email OR you can contact me by email or my office phone (above).

#### **Course Navigation/Learner Support**

Blackboard navigation tutorial is available in the "Tools" tab on the Blackboard course homepage. **Students are responsible for understanding navigation in order to submit assignments; lack of Blackboard knowledge is not considered a reason to miss assignment deadlines.** See the "*Blackboard Help*" in the tools tab for help.

## **Academic Integrity:**

Academic integrity is a core value of ISU's community of learners. Every member of the academic community (students, faculty, and staff) is expected to maintain high standards of integrity in all facets of work and study. The Policy on Academic Integrity describes appropriate academic conduct in research, writing, assessment, and ethics. Please review the ISU Student Code of Conduct located on the ISU Code of Student Conduct webpage:

<https://www.indstate.edu/code-of-student-conduct>

The ISU Student Code of Conduct deals with academic integrity issues including: cheating on exams; plagiarism; falsification, forgery, and obstruction; multiple submissions; facilitating academic dishonesty; violating professional standards in research and creative endeavors; misusing academic resources; misusing intellectual property; and violating ethical and professional standards. ISU requires that all students read and support the Policy on Academic Integrity.

The following behaviors are some examples of academic dishonesty (from Kittleson, 2006):

1. Taking an exam for another student.
2. Forging or altering an official document.
3. Paying someone to write a paper to submit under one's own name.
4. Copying (with or without another person's knowledge and claiming it as own work).
5. Including items on a list of references that were not used.
6. Doing assignments for someone else.
7. Obtaining a copy of a test before it is given.
8. Working with other students when not expressly told to do so.
9. "Recycling": Copying and pasting (or retyping) material from a paper written for another course and submitting it for a grade for the present course without previous consent from instructor.
10. Using in-text citations for sources not used in the paper.
11. Copying and pasting text from a source without quotations and citation of source.

While all areas of academic integrity are important, plagiarism (examples include numbers 10 & 11 above) is a particularly common problem at ISU. Thus, the Department of Applied Health Sciences (AHS) now requires that all students in AHS courses complete the online plagiarism training (available through Blackboard on the course website) every semester in which they are enrolled in any AHS course(s).

Academic dishonesty is not tolerated at ISU. The penalties for academic dishonesty (plagiarism) are as follows:

- First offense: you will receive a zero on the assignment and be required to meet with the instructor to discuss the offense and how to avoid academic dishonesty in the future.
- Second offense: you will receive an F in the course and be required to meet with the instructor and the Chair of the Department of Applied Health Sciences to discuss the offense as well as the consequences of a third (and final) incident.
- Third offense: you will be referred to the Office of Student Conduct and potentially face formal charges. Students found in violation of the Policy on Academic Integrity may be

suspended or expelled and can have a permanent notation affixed to the official transcript indicating that an academic integrity violation occurred.

Please note that incidents of academic dishonesty are cumulative over the course of your academic career at ISU (not in one class or in one semester). That is to say that if the first offense occurs during your freshman year, and another offense occurs two years later, the second offense will result in the consequences detailed above regarding second offenses. Students are urged to discuss questions regarding academic integrity with instructors, advisers, or academic deans.

**Title IX: A comprehensive federal law that prohibits discrimination on the basis of sex in any federally funded education program or activity.**

Indiana State University is committed to inclusive excellence. To further this goal, the university does not tolerate discrimination in its programs or activities on the basis of: race, color, national origin, gender, age, sexual orientation, gender identity or expression, disability, veteran status, or any other protected class. Title IX of the Educational Amendments of 1972 in particular prohibits discrimination based on sex in any educational institution that receives federal funding. This includes sexual violence, sexual misconduct, sexual harassment, dating violence, domestic violence, and stalking. If you witness or experience any forms of the above discrimination, you are asked to report the incident immediately to Public Safety: 812-237-5555 or to the Equal Opportunity & Title IX Office: 812-237-8954.

With respect to sexual discrimination, instructors, faculty, and some staff are required by law and institutional policy to report what you share with them to the Equal Opportunity & Title IX Office. You do, however, have the option of sharing your information with the following confidential resources on campus that are not required to share:

- ISU Student Counseling Center: 812-237-3939; Gillum Hall, 2<sup>nd</sup> Floor
- Women's Resource Center/Victim Advocate: 812-237-3829; HMSU 7<sup>th</sup> Floor
- Associate Dean of Students/Respondent Advocate: 812-237-3829; HMSU 8<sup>th</sup> Floor

For more information about discrimination and the support resources to you through the Equal Opportunity & Title IX Office, visit this website: <https://www.indstate.edu/equalopportunity-titleix>. Please direct any questions or concerns to: Assistant Vice President for Equal Opportunity and Title IX Director; 812-237-8954; Parsons Hall 223; [ISU-equalopportunity-titleix@indstate.edu](mailto:ISU-equalopportunity-titleix@indstate.edu).

**Flexibility**

As with a job, things may change during the course of the semester. This means that assignments may be substituted or eliminated. Every effort will be made to absolutely adhere to the schedule, assignments, and exams but, as the professor, I reserve the right to make appropriate changes as needed. Efforts will be made to notify students as soon as possible of any changes to the syllabus or course requirements. It is your responsibility to check email and Blackboard frequently for course correspondence.

## ASSIGNMENT DUE DATE POLICY

Assignments are due on the date, time and period specified. You must turn in an electronic copy of your work in the Blackboard course site unless otherwise specified; Unless specifically stated, e-mail attachments are not an acceptable form of submitting assignments. No late assignments will be accepted past their required due date.

### Grading

Assignments	Total Points	Earned Points	Percent	Grade
Plagiarism Quiz	10	376-400	94-100%	A
Personal Compass	15	360-375.6	90-93.9%	A-
Paper #1/Paper #2: 2@25	50	352-359.6	88-89.9%	B+
Current News Events	40	336-351.6	84-87.9%	B
Case Study Analysis & Wiki	55	320-335.6	80-83.9%	B-
Health Policy Brief	100	312-319.6	78-79.9%	C+
Quizzes: 2@40 points each	80	296-311.6	74-77.9%	C
Final Exam	50	295.6	73.9% or less	F

### Course Requirements/Assignments (400 points)

An assignment overview is located in a document on Blackboard under the “Assignments” tab. You are responsible for paper formatting, submission, and document requirements outlined on this overview. Additional information is available on the submission tab (if needed).

**All assignments are due Sunday evening by 11:59 pm Eastern Standard Time with the exception of the final exam.**

- **Plagiarism Training & Quiz (10 points)**
- **Personal Compass Discussion Post (15 points)**
  - Post to the discussion board your career goals (10 points)
  - Two follow up comments to classmates (2.5 points each)
- **Chapter Readings and Written Paper #1 and Paper #2: (50 points): Chapters 3 & 6**
  - Chapter readings and associated discussion paper (25 points each)
- **Management/Leadership News Events (2) (40 points): Chapters 7 & 15**
  - Initial post (10 points)
  - Response to two classmates (5 points each)
- **Case Study Analysis & Wiki (55 points)**
- **Health Policy Brief (100 points)**
  - Write a three to four page policy brief
- **Quizzes and Exams (130 points total)**
  - Quiz #1: Chapters 1-5 (40 points)
  - Quiz #2: Chapters 6-10 (40 points)
  - Final: Chapters 11-15 (50 points)

**AHS 626 Fall 2016 - Tentative Course Outline \*subject to change and modification**

<b>Wk</b>	<b>Date</b>	<b>Topic</b>	<b>Readings/Assignments</b>
<b>Weeks 1 &amp; 2</b>			
1	8/23-8/28	The Changing Scene: Organizational Adaptation and Survival	<b>Chapter 1</b> <i>Personal Compass due</i>
2	8/29-9/4	The Challenge of Change	<b>Chapter 2</b> <i>Plagiarism Quiz due by 9/4</i>
<b>Weeks 3 &amp; 4</b>			
3	9/5-9/11	Today's Concept of Organizational Management	<b>Chapter 3</b> <i>Paper #1 Due</i>
4	9/12-9/18	Planning and Decision Making	<b>Chapter 4</b> <i>Wiki Groups Assigned by 9/18</i>
<b>Weeks 5 &amp; 6</b>			
5	9/19-9/25	Organizing	<b>Chapter 5</b> <i>Quiz #1: Chapters 1-5</i>
6	9/26-10/2	Improving Performance and Controlling the Critical Cycle	<b>Chapter 6</b> <i>Paper #2 Due</i>
<b>Weeks 7 &amp; 8</b>			
7	10/3-10/9	Budgeting: Controlling the Ultimate Resource	<b>Chapter 7</b> <i>News Event Due</i>
8	10/10-10/16	Middle Management	<b>Chapter 8</b> <i>Wiki Case Study avail. 10/16</i>
<b>Weeks 9 &amp; 10</b>			
9	10/17-10/23	Committees and Teams	<b>Chapter 9</b>
10	10/24-10/30	Adaptation, Motivation, and Conflict Management	<b>Chapter 10</b> <i>Quiz #2: Chapters 6-10</i>
<b>Weeks 11 &amp; 12</b>			
11	10/31-11/6	Training and Development	<b>Chapter 11</b>
12	11/7-11/13	Authority, Leadership, and Supervision	<b>Chapter 12</b> <i>Wiki Assignment due 11/13</i>
<b>Weeks 13 &amp; 14</b>			
13	11/14-11/20	Human Resources Management	<b>Chapter 13</b> <i>Health Policy Brief due</i>
14	11/21-11/27	<b>NO CLASSES – Thanksgiving Break</b>	
<b>Weeks 15 &amp; 16</b>			
15	11/28-12/4	Communication: The Glue That Binds Us Together	<b>Chapter 14</b>
16	12/5-12/11	Day-to-Day Management for the Health Professional-as-Manager	<b>Chapter 15 News Event Due</b>
<b>Week 17</b>			
17	12/12-12/16	<b>FINALS WEEK</b>	<i>Final: Chapters 11-15</i> <i>Final exam due Dec. 16</i>