

Course Syllabus

[Jump to Today](#)

 [Edit](#)

Health Care Human Resources & Organizations



This course is offered collaboratively through the UW MBA Consortium. Campus specific course information is listed below:

Course Title:

UW-Eau Claire: MBA 780 – Health Care Human Resources & Organizations

UW Oshkosh: MBA 769

Credit Hours: 2

Course Term: Fall 2021

Delivery Mode: Online

Course Dates: October 25, 2021 - December 12, 2021

If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire \(https://help.wisconsinonlinemba.org/article/60-adding-dropping-classes\)](https://help.wisconsinonlinemba.org/article/60-adding-dropping-classes) | [UW Oshkosh \(https://uwosh.edu/registrar/students/add-drop-calendar/\)](https://uwosh.edu/registrar/students/add-drop-calendar/) | [UW-Parkside \(https://www.uwp.edu/live/offices/registrarsoffice/adddrop.cfm\)](https://www.uwp.edu/live/offices/registrarsoffice/adddrop.cfm)

Instructor Information

Name: Macaulay Onuigbo

Home Campus: UW-Eau Claire

Email: onuigbma@uwec.edu (<mailto:onuigbma@uwec.edu>)

Course Description

The goal of this course is to determine how best to align health care human resources to meet the complex goals of health care organizations. A unique feature of this course is its emphasis on complex adaptive systems (CAS). In CAS, very small changes can have tremendous impact; similarly, very large changes can have almost no impact. Recognition of CAS principles is critically important for success in health care settings, as health systems fit the notion of complex systems very well.

Learning Outcomes

Through this course, students will have the opportunity to:

- Develop an understanding of the nuances of health care human resources, including the impact of professional autonomy and industry context (e.g., accreditation and regulation).
- Apply knowledge of organization theory and complex adaptive systems as management tools.
- Develop knowledge of change in health systems and the impact on health organizations, particularly the impact change has on individual employees.
- Demonstrate problem solving ability by drawing on evidence-based management theories and practice that improve quality of care and employee performance (specifically, teamwork and motivation).
- Demonstrate written communication skills related to problem-solving situations and constructive feedback.

Required Course Materials

Textbook

Title: Reengineering health care: A manifesto for radically rethinking health care delivery

Author: Champy and Greenspun

ISBN: 978-0-1-3390446-8

[Click here to learn more about ordering textbooks](#)

(https://www.wisconsinonlinemba.org/order_textbooks.phtml). Contact mba@uwec.edu

(<mailto:mba@uwec.edu>) with any textbook-related concerns.

Articles

Readings will also be available through Canvas as Internet links.

Course Topical Outline

This course is organized in the following units:

- Week 1: Health Systems Design and Organizational Theory
- Week 2: The Legal and Ethical Framework within Healthcare
- Week 3: Organizational Performance and Effectiveness
- Week 4: Work Design and Process Improvement
- Week 5: Managing Change
- Week 6: High Performance Health Care Teams
- Week 7: Motivation, Engagement, and Empowerment

Assignments and Activities

In this course, we will assess your progress toward the learning goals in a variety of ways, including online discussions, analysis of relevant health care cases, and constructive criticism of others' work. This document outlines the assignments, how they will be graded, and how they will be used to assign your grade.

Discussion Assignments

The course will be organized around topics with a supporting case each week. During the week we will have online discussions over the readings, with particular attention on integration of required readings with your own experiences. Each week there is a description of the discussion assignment, including questions to get the discussion started.

Online discussion will be graded each week and are worth 5-15 points per week. For each discussion, [see the Discussion Rubric](https://community.canvaslms.com/t5/Student-Guide/How-do-I-view-the-rubric-for-my-graded-discussion/ta-p/319) (https://community.canvaslms.com/t5/Student-Guide/How-do-I-view-the-rubric-for-my-graded-discussion/ta-p/319) for specific information on grading. Generally, your discussion posts will be graded on promptness, delivery, relevance, quality of expression, and contribution to the learning community within the course.

While I plan to formally grade the discussions twice during the course, I am happy to provide informal feedback at other times. Please contact me if you have questions or would like feedback on your discussion posts.

Case Analysis

There is a case assigned for reading and discussion most weeks. For the most part, these will be considered discussion assignments (described above) and specific guidance will be provided on issues to discuss. Additionally, for one case during the course, you will write a focused written case analysis. The [Guide to Case Analysis](#) has been posted, and a rubric is attached to the assignment to help guide your writing of the case analysis.

Paper Critiques

Finally, you will provide a critique of two of your classmates' assignments during the semester. We will use a structured feedback technique call praise, question, polish (PQP). Please see the posted [PQP worksheet](https://uws.instructure.com/courses/414171/files/35097058/download?download_frd=1) ↓ (https://uws.instructure.com/courses/414171/files/35097058/download?download_frd=1) for an idea of how you will approach each of these cases. Your instructor will inform you whose assignment you will critique; this will be rotated so you do not critique the same person twice.

The due dates for all assignments are included in the calendar.

Points and Grading

In this course you will be evaluated on your knowledge base, including the integration and application of theory and experience in addressing complex issues in health care management. The final course grade will be determined using the following point allocation:

Assignment	Points
All-Class Discussions	
Getting to Know You	5 Points
Weekly discussions (7 @ 10 points each)	70 Points
Group Discussions: Cases	
Discussions with summaries (2 @ 15 points each)	30 Points
Analysis Papers	
Reengineering Paper	25 Points
Reengineering Paper Critique	10 Points
Managing Change Paper	25 Points
Managing Change Paper Critique	10 Points
Total	175 Points

Final letter grading conforms to the policy of the student's home school.

Percentage	UWEC/Consortium/ UW Parkside	UW-Oshkosh
93-100%	A	A
90-92.9%	A-	A-
87-89.9%	B+	B+
83-86.9%	B	B
80-82.9%	B-	B-
77-79.9%	C+	C+
73-76.9%	C	C
70-72.9%	C-	C
67-69.9%	D+	F
63-66.9%	D	F
60-62.9%	D-	F

0-59.9%	F	F
---------	---	---

The final grading scale will be no stricter than the above scale and may be lowered based on a curve established after the results from the final exam have been determined.

Absence and Late Work Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - [UW - Oshkosh \(https://www.uwosh.edu/registrar/policies/attendance-policy\)](https://www.uwosh.edu/registrar/policies/attendance-policy)
 - [UW - Parkside \(https://www.uwp.edu/learn/academiccatalog/2019-2021/upload/201921-ACADEMIC-CATALOG-082619.pdf\)](https://www.uwp.edu/learn/academiccatalog/2019-2021/upload/201921-ACADEMIC-CATALOG-082619.pdf) (see page 31)
 - UW MBA Consortium students will follow the [UW - Eau Claire Authorized Absence Policy \(https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences\)](https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences).

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

Late work will be addressed as follows:

- Zero points will be awarded for late discussion work since entering a discussion after it is over is not very beneficial to anyone.
- For assignments, other than discussions, there will be a 10% deduction for each day late and no credit after 5 days.

I recognize that sometimes situations occur that may require an extension on an assignment. These should be handled by you contacting me as soon as you realize the situation is occurring and together we can determine if an extension or an incomplete is advisable or if other action needs to be taken.

What You Can Expect

You will have several media options for contacting me - email, and the post options like "Raise Your Hand (Q&A)", "The Hallway (Off-Topic Discussion)", "Current Events", "Discussion threads", and so on. When necessary, I may arrange a one-on-one discussion with a student. We have Canvas IT support staff to assist you trouble shoot and resolve IT-related problems.

I intend to give prompt and regular feedback to questions and emails. Messages posted or emailed before 4 pm will be answered the same day barring any unforeseen circumstances. I will be visiting the course website several times a day, Monday – Friday, and you should get prompt and clear feedback from me. My weekend presence will be inconsistent. All your grades will be posted to you individually in

Canvas and I will be available to discuss any grades with you over email. I will provide timely and thorough feedback on your assignments.

What I Expect

Please do your utmost best to be motivated, aim to visit the website daily, participate in all activities and ask questions as you feel necessary. No question is “too dumb” to ask. Every effort will be made to make this course as smooth-sailing, successful and as rewarding as possible to you.

Prompt postings are preferred as this would allow early participation and adequate cross-fertilization of ideas among the students and between the instructor and the students during the duration of the course. Please endeavor to submit all discussion postings, assignments, quizzes, tests, and other assignments on time (refer to the calendar).

Please, it is very important that at all times you communicate with me and your classmates in a way that is professional, respectful, and consistent with standard English grammar and usage. Avoid instant messaging language and spelling.

Academic Integrity Policy

Academic dishonesty is not acceptable. The UW-System subscribes to the definitions of academic dishonesty provided by the National Association of Student Personnel Administrators. All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites") without my permission.

Unless I specify otherwise, all work that you turn in to me should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else’s ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. You can cite your sources in APA format.
- Submitting work that is identical to or so similar to that of another’s in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials

from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

- Fabrication - intentional and unauthorized falsification or invention of any information or citation in an academic exercise.





Any investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents ([UWS Chapter 14](#) [_\(https://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf\)_](https://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf)). Disciplinary procedures from the student's home campus dictate the disciplinary action against students who engage in academic misconduct.












Accommodations for Students with Disabilities












In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is [compliant with W3C's Web Accessibility Initiative](#) [_\(https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas\)_](https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas) and with [Section 508](#) [_\(https://www.section508.gov/\)_](https://www.section508.gov/) guidelines.

Additionally, Canvas was certified as a [substantially conformant LMS](#) [_\(https://webaim.org/services/certification/canvas\)_](https://webaim.org/services/certification/canvas) by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at BIZHelp@uwec.edu [_\(mailto:bizhelp@uwec.edu\)_](mailto:bizhelp@uwec.edu) and we will work with you to find a reasonable accommodation.

Course Summary:

Date	Details	Due
Mon Oct 25, 2021	 Complete the Code of Conduct _(https://uws.instructure.com/calendar?event_id=679058&include_contexts=course_414171)_	12am
Thu Oct 28, 2021	 Getting to Know You _(https://uws.instructure.com/courses/414171/assignments/3503344)_	due by 11:59pm
Fri Oct 29, 2021	 Week 1 Discussion: Organizational Design & Theory _(https://uws.instructure.com/courses/414171/assignments/3503334)_	due by 11:59pm
Sun Oct 31, 2021	 Getting to Know You - Response to Discussion	to do: 11:59pm

Date	Details	Due
	 Week 1 Response to Discussion	to do: 11:59pm
Thu Nov 4, 2021	 Week 2 Case Discussion: Ethics & Antibiotic Use https://uws.instructure.com/courses/414171/assignments/3503341	due by 11:59pm
Sun Nov 7, 2021	 Week 2 Case Decision: Ethics & Antibiotic Use https://uws.instructure.com/courses/414171/assignments/3503346	due by 11:59pm
Thu Nov 11, 2021	 Week 3 Discussion: Part I — Organizational Performance & Effectiveness https://uws.instructure.com/courses/414171/assignments/3503335	due by 11:59pm
	 Week 3 Discussion: Part II — Organizational Performance & Effectiveness https://uws.instructure.com/courses/414171/assignments/3503336	due by 11:59pm
Sun Nov 14, 2021	 Week 3 Responses to Discussions	to do: 11:59pm
Thu Nov 18, 2021	 Week 4: Work Design & Process Improvement https://uws.instructure.com/courses/414171/assignments/3503337	due by 11:59pm
Fri Nov 19, 2021	 Midterm Course Evaluation	to do: 11:59pm
Sun Nov 21, 2021	 Week 4 Response to Discussion	to do: 11:59pm
Wed Nov 24, 2021	 Week 5: Reengineering Paper https://uws.instructure.com/courses/414171/assignments/3503348	due by 11:59pm
Fri Nov 26, 2021	 Week 5 PQP Critique: Reengineering Paper https://uws.instructure.com/courses/414171/assignments/3503342	due by 11:59pm

Date	Details	Due
Sun Nov 28, 2021	 Week 5 Discussion: Managing Change within Health Systems https://uws.instructure.com/courses/414171/assignments/3503338	due by 11:59pm
	 Week 5 PQP Critique: Reengineering Paper https://uws.instructure.com/courses/414171/assignments/3503347	due by 11:59pm
Tue Nov 30, 2021	 Week 6 Case Discussion: Managing Teams https://uws.instructure.com/courses/414171/assignments/3503333	due by 11:59pm
Thu Dec 2, 2021	 Week 6 Case Decision: Managing Teams https://uws.instructure.com/courses/414171/assignments/3503349	due by 11:59pm
	 Week 6 Discussion: Bullying in the Workplace https://uws.instructure.com/courses/414171/assignments/3503339	due by 11:59pm
Sun Dec 5, 2021	 Week 6 Response to Discussion	to do: 11:59pm
Tue Dec 7, 2021	 Week 7 Discussion: Motivation, Engagement, & Empowerment https://uws.instructure.com/courses/414171/assignments/3503340	due by 11:59pm
Wed Dec 8, 2021	 Week 7: Managing Change Case Analysis Paper https://uws.instructure.com/courses/414171/assignments/3503350	due by 11:59pm
	 Week 7 PQP Critique: Managing Change Paper https://uws.instructure.com/courses/414171/assignments/3503343	due by 11:59pm
Fri Dec 10, 2021	 Final Course Evaluation	to do: 11:59pm
Sat Dec 11, 2021	 Week 7 PQP Critique: Managing Change Paper https://uws.instructure.com/courses/414171/assignments/3503351	due by 11:59pm

Date

Details

Due



Final Grade

<https://uws.instructure.com/courses/414171/assignments/3503345>
