Faculty: Prof. John Donnellan  
john.donnellan@nyu.edu  
Prof. Sarah Gurwitz  
sg143@nyu.edu  

Office hours by appointment; students are encouraged to e-mail faculty at any time.

Meeting Times: Mondays, 6:45pm – 8:25pm  
1/24/11 – 3/21/11  
Location: Room B02  
Paulette Goddard Hall  
Credits: 2 points  
Pre-requisites: P11.1833 – Health Services Mgmt

COURSE OVERVIEW

This is a 2 credit course; it is Part I of a two-part course. Part I is required for health management students and is recommended for health policy and finance students. Part II is an elective course for students interested in studying in greater depth selected topics/issues in human resources management in health care organizations.

Part I (P11.4835) is designed to study the essential role of human resource management within health care organizations. The degree to which health care organizations manage human resources will, to a great extent, determine the success of the organization. The course serves as a comprehensive foundation for those aspects of human resource planning, development and administration vital to the human resource manager, line managers and senior leaders.

RELATED HEALTH MANAGEMENT COMPETENCIES ADDRESSED IN THIS COURSE

- The ability to manage teams, projects and people; to lead and transform health care organizations; and teach, coach, and mentor a diverse and changing workforce  
- The ability to understand and apply legal and ethical principles when leading health care organizations
LEARNING OBJECTIVES

Through the text readings, journal articles, case presentation and discussion, and student presentations students will acquire the ability to:

- Create executive decision-making strategies, as applied to human resources management
- Establish organizational workforce plans, in alignment with organizational goals and objectives
- Establish staff training and development programs, in alignment with organizational goals and objectives
- Implement successful recruitment and retention processes
- Evaluate workforce productivity
- Understand and value the strategic role of human resources management in a health care organization
- Understand and value the role of human resources in effectively managing organizational transformation
- Understand and value the impact of workforce diversity and globalization on health care organizations

ACADEMIC INTEGRITY

The Mission of NYU Wagner is:

... to be a path-breaking leadership school of public service, with a faculty of thought leaders who re-frame the way people understand and act on issues of public importance, and graduates who are bold, well-prepared change makers who expertly navigate real-world complexity and produce results that matter.

Academic Integrity is vital to this mission, to education at NYU Wagner and membership in the Wagner community.

It is a core value. It forms the foundation of trust among students, and between students and teachers.\(^1\) Cheating has no place in our community. Academic dishonesty or other offenses against the community are not individual acts affecting only the individuals involved. Cheating violates our communal trust in each other; it is an offense against our community of scholarship. If tolerated, it undermines all we stand for. Honesty matters at Wagner, just as it does in the broader world of public service.

It is a shared value. Administration, faculty and students each play a vital part in promoting, securing and nurturing it. I invite you to visit the NYU Wagner website and review our Academic Code and Academic Oath [www.wagner.nyu.edu/current/policies](http://www.wagner.nyu.edu/current/policies),

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Included below is a list of resources for understanding and avoiding plagiarism:

- "Plagiarism: What is It and How to Recognize and Avoid It," The Writing Center at Indiana University, [www.indiana.edu/~wts/wts/plagiarism.html](http://www.indiana.edu/~wts/wts/plagiarism.html)
- “Principles Regarding Academic Integrity,” Northwestern University, [www.northwestern.edu/uacc/plagiar.html](http://www.northwestern.edu/uacc/plagiar.html)
- “Sources,” Dartmouth College, [www.dartmouth.edu/~sources/contents.html](http://www.dartmouth.edu/~sources/contents.html), and [www.aug.edu/sociology/plagiarism.html](http://www.aug.edu/sociology/plagiarism.html)

**REFERENCE CITATION**

- For research resources regarding appropriate citation of the many different sources you will use in your work, see Writing on the NYU/Wagner webpage, under "Current Students/Academic Services."
- The use of the AMA Manual of Style is recommended for reference citation. A quick reference guide to this style is posted on Blackboard.

**COURSE TEXTS AND RECOMMENDED READINGS**

COURSE SESSIONS

Session I – January 24
- Course Introduction
  - Syllabus
  - Assignments
  - Grading
- The role of Human Resources in healthcare organizations
- In-class exercise and discussion
  - Exercise 2: Chapter 1, page 24 – Fried & Fottler text

Readings:

Session II – January 31
- HR as a strategic tool
  - Organizational design and development
    - Workforce planning
- Case presentation and discussion
  - Experiential Exercise: Chapter 2, pages 41-42 - Fried & Fottler text
  - Case Study: Employee Layoffs at St Mary’s Hospital

Readings:

Session III – February 7
- Recruitment and retention
  - Supply and demand
  - Job development and analysis
- Training & developing a professional workforce
  - Job fit
  - Organizational fit
- Succession planning
- Case presentation and discussion
  - Case Study: Selecting patient escorts
Readings:

• Department of Veterans Affairs Veterans Health Administration. Workforce Succession Strategic Plan 2010: pages 1-18; 79-116. – On Blackboard

Session IV – February 14

• Accountability
  o Workforce productivity
  o Measuring Performance
  o Providing feedback
    ▪ Performance appraisal
• Case presentation and discussion
  o Experiential Exercise: Chapter 10, pages 278-279 - Fried & Fottler text
• Team Presentation Q&A

Readings:

• Kerr S. On the folly of rewarding A, while hoping for B. Academy of Management Journal. 1975; 18: 769-783. – On Blackboard

February 21 – President’s Day – No Classes Scheduled

Session V – February 28

• Assignment #1 - TEAM PRESENTATIONS

Session VI – March 7

• The role of healthcare leadership in human resource management
• Enabling effective communication
• Change management
  o The role of HR in managing change
  o Transactional v. transformational leadership
• Case presentation and discussion
Readings:


March 14 – Spring Break – No Classes Scheduled

Session VII – March 21 (Last Class – Part I)

- Assignment #2 Due
- Diversity in healthcare
- Globalization and the health care workforce
- Case presentation and discussion
  - Case Study: The Cultural Diversity Training Program

Readings:


COURSE ASSIGNMENTS

Assignment #1 - Team Assignment:

- Students, working in teams of 5 to 6, will develop and present, in class, a 10 minute presentation to a mock Medical Center Resource (Funding) committee. The teams represent a mid-size (20-40 FTE) organizational unit in a large inner city Academic Medical Center. The Center’s primary mission is to provide comprehensive health care services to a largely poor, ethnically diverse population. The Center is facing financial challenges; your unit, however has a need to expand to meet a growing demand for its services. Your request should address the following criteria:
  - The type of organizational unit,
  - The number, types and kinds of positions requested,
  - How the request is aligned to the organization’s strategic goals,
- How performance for this initiative will be evaluated,
- Budget considerations, and
- An analysis of the current staffing addressing why the need cannot be met through staff realignment, efficiencies or system re-design

- The team should provide a brief handout summarizing the request with notation on each team member’s contribution to the presentation; attachments can be appended to the summary. Each team will appoint one member to serve on the Resource committee, the committee will evaluate and vote on all requests, team members will be exempt from voting on their team’s proposal.

**Grading Criteria:**
- Presentations will be scored on a scale of 1-3 (3= Excellent; 2.5-2.9= above average; 2.0-2.5= average; 1.0-1.9= below average; <1.0= not acceptable) on how well each of the criteria are addressed
  - The type of organizational unit,
  - The number, types and kinds of positions requested,
  - How the request is aligned to the organization’s strategic goals,
  - How performance will be evaluated,
  - Budget considerations, and
  - An analysis of the current staffing, addressing why the need cannot be met through staff realignment, efficiencies or system re-design

**Assignment #2 - Individual Assignment:**
- Select one of the following topics:
  - Recruitment and retention of qualified staff
  - Maintaining competency/developing skills in a healthcare system workforce
  - Managing diversity; this might address ethnic diversity, professional diversity or managing an increasingly global workforce
  - Systems for staff performance evaluation and feedback
  - Evaluating the effectiveness of a Human Resource Department
  - Aligning a Human Resources Department with organizational goals and objectives

- Your paper may address the topic in general, or further narrow the focus of the review within that topic. For your selected topic, complete a 4 – 5 page (double-spaced, excluding references) literature review, citing references, discussing the state of evidence on the topic, identifying potential best practices and summarizing your findings and conclusions. From the references you cite, prepare an annotated bibliography on 8 – 10 of the most relevant articles. Discuss the strengths and weaknesses of each article and applicability to a management setting.
Grading Criteria:
- The following elements will be scored on a scale of 1-3 (3= Excellent; 2.5-2.9= above average; 2.0-2.5= average; 1.0-1.9= below average; <1.0= not acceptable):
  - Evidence of careful review of relevant literature
  - Includes of relevant evidence and best practices, and gaps in evidence
  - Included a complete annotated bibliography
  - The paper is well-written and well-organized, and your conclusions are supported by the cited literature

**COURSE GRADING**

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<td>Session 5 - Feb 28</td>
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<td>Assignment #2 - Individual Paper</td>
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P11.4836(001) - HUMAN RESOURCES MANAGEMENT FOR HEALTH CARE ORGANIZATIONS: Part II – Advanced Topics & Issues

COURSE SYLLABUS – Spring 2011

Faculty: Prof. John Donnellan
john.donnellan@nyu.edu

Prof. Sarah Gurwitz
sg143@nyu.edu

Office hours by appointment; students are encouraged to e-mail faculty at any time.

Meeting Times: Mondays, 6:45pm – 8:25pm

Location: Room B02
Paulette Goddard Hall

Credits: 2 points

Pre-requisites: P11.1833 – Health Services Mgmt
P11.4835 – Human Resources Mgmt. for Health Care:
    Part I - Principles

COURSE OVERVIEW

This is a 2 credit course; it is Part II of a two-part course. Part I is required for health management students and recommended for health policy and finance students. Part II is an elective course for students interested in studying in greater depth selected topics/issues in human resources management in health care organizations.

Part II (P11.4836) explores deeper into important topics in human resources planning, competency models, compensation and benefits programs, equal employment practices, legal and regulatory compliance, labor relations/collective bargaining and workforce safety.

RELATED HEALTH MANAGEMENT COMPETENCIES ADDRESSED IN THIS COURSE

- The ability to manage teams, projects and people; to lead and transform health care organizations; and teach, coach, and mentor a diverse and changing workforce
- The ability to understand and apply legal and ethical principles when leading health care organizations
LEARNING OBJECTIVES

Through the text readings, journal articles, case presentation and discussion, and student presentations students will acquire the ability to:

- Evaluate the relative strengths and weaknesses of interviewing and selection processes and conduct effective interviews
- Evaluate the relative strengths and weaknesses of total compensation programs in health care organizations
- Understand and value the legal environment with respect to compliance with regulations governing human resource activities and equal employment opportunity
- Understand, value and demonstrate the ability to apply labor relations strategies and manage in an environment of collective bargaining
- Understand, value and implement successful processes for staff competency evaluation
- Understand and value a successful workplace safety program

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REFERENCE CITATION

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COURSE TEXTS AND RECOMMENDED READINGS

• Hoevermeyer VA. High impact interview questions: 701 behavior-based questions to find the right person for every job. New York, NY: American Management Association; 2006. This text need not be purchased; an e-version is available in Bobst Library.
• P11.4836 Course Pack
**COURSE SESSIONS**

**Session I – March 28**
- Course Introduction
- Graded Assignment
  - Team presentation
  - Individual report component
- Redefining the good employee
  - Effective interviewing and selection
  - Making employees successful & effective
  - Performance feedback
- Case presentations and discussion

**Readings:**
- Hoevermeyer VA. *High impact interview questions: 701 behavior-based questions to find the right person for every job.* New York, NY: American Management Association; 2006. – Chapters 1, 2, 4.

**Session II – April 4**
- Course project assignments to be made
- Developing an approach to total compensation
  - Pay
    - Variable and performance-based compensation
  - Benefits
  - Flex schedules and workplace
  - Services
- Case presentations and discussion

**Readings:**


**Session III – April 11**

• Compliance – HR and the law

• Ensuring workplace fairness
  o Equal employment opportunity
  o Managing the difficult employee
  o Managing contract staff

• Case presentations and discussion

**Readings:**


**Session IV – April 18**

• Unionization and collective bargaining

• Case presentations and discussion
  o Experiential Exercises: Chapter 14, pages 385-387 - Fried & Fottler text

**Readings:**

Session V – April 25
• Staff competency models
  o Guest Lecturer

Readings:

Session VI – May 2
• Workplace safety and health
• Case presentation and discussion

Readings:

Session VII – May 9 – Final Class
• Assignment Due
  o TEAM PRESENTATIONS
  o Paper

**COURSE ASSIGNMENT**

There is a single graded assignment for the course, which consists of two parts and two grades (one for oral presentation and one for written presentation).

**The Assignment**
• Working with a team mate, select one of the following issues/topics:
  o Unionization of Trainees and Residents
  o Unionization of Professional staff
  o Utilization of alternative work scheduling (compressed schedules, alternative work places, etc.)
  o Use of pay for performance as incentive
  o Hiring Physicians as staff
  o Utilization of layoffs or staff adjustments to change the organization
• Each team member will address the issue in a written and oral argument, with each arguing on behalf of opposing positions on the chosen topic/issue. For their presentation, each team member will present their individual arguments in class, and together present consensus recommendations they would present to management.
Grading Criteria

- Papers and presentations will be scored on a scale of 1-3 (3= Excellent; 2.5-2.9= above average; 2.0-2.5= average; 1.0-1.9= below average; <1.0= not acceptable) on the following elements:
  - The topic is well researched and there is evidence of a review of relevant literature
  - The arguments are well reasoned
  - The topic is adequately described
    - Adequacy of delivery (for presentation)
    - Well written and well-organized (for report)

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