School of Management & Labor Relations

**Human Resource Management in Health Care, 10:501:483:90 index
19074/ 37:533:328:90 Index 15378, Fall 2023**

Start Here

This page is the Course Syllabus page. Begin on this page. Read each section of this syllabus carefully. **Note:** if you are new to Canvas or need a refresher, review the Canvas tutorials under [Course Tools Tutorials](#).

Course Delivery Format

This course runs from September 5 to December 23 delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live BigBlueButton session.

The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience.

Note: Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

While we operate in a virtual, asynchronous space, I am always here for you. If you need me, you can call, email, text, etc. We will get together and work through any issue.

Course Description

Welcome!

Human Resources Management in Healthcare will introduce you to the management of staff in the nation's largest and fastest growing industry. We will begin with a primer on healthcare. We will then move to topics in the text. Lectures will both explicate and critique the text.

Human resource management in the healthcare setting shares common features with HRM in any organization. However, healthcare organizations have a unique history of approaches to HRM. Healthcare organizations are closely regulated entities. Many healthcare professions are also closely regulated. They are often subject to licensure and/or certification as a basis of entry. Healthcare provider organizations include for-profit and non-profit companies that often compete against each other. Healthcare provider organizations are often composed of organized staffs that include independent healthcare practitioners. Also, healthcare is one of the few industries that makes a significant use of volunteers.

With the advent of the Affordable Care Act the healthcare industry has seen significant consolidation as well as the growth of providers as insurance risk takers. Healthcare providers have taken on new initiatives to improve quality and reduce costs. Despite the law, American healthcare costs are the highest in the world. At the same time, American clinical outcomes place us 37th in the world (just below Costa Rica and just above Slovenia) according to the World Health Organization. An efficient and effective use of human resources is critical improving the American healthcare system's outcomes for clinical quality, patient satisfaction and cost.

The course relies on a base of psychology, management, and economics.

If you are a student in SMLR, the course will introduce you to a field where opportunities continue to grow. If you are a Bloustein student, the course will offer you a set of competencies necessary to operate in the labor-intensive world of healthcare.

Instructor Information

Instructor: Professor Sidney Seligman
Tel: 201-452-8499
E-mail: Email: sidney.seligman@smlr.rutgers.edu
Virtual Office Hours: Contact me at any time in the way you wish (email, text, phone call, Facetime, Zoom). I only ask that you not phone me from 10 PM (EST) to 8 AM (EST), except in emergency.

While we operate in a virtual, asynchronous space, I am always here for you. We will get together and work through any issue.

Course Objectives

Upon completion of this course you should be able to understand:

1. The nature of the healthcare industry and healthcare providers
2. Unique characteristics of healthcare organizations and employees
3. Laws governing healthcare organizations and employees
4. Designing and analyzing healthcare jobs
5. Staffing the healthcare organization
6. Managing healthcare employee performance
7. Motivating and rewarding healthcare workers
8. Managing human capital in the healthcare organization
9. Healthcare organizations and employee relations

SMLR Learning Objectives

This course is designed to help you attain the following SMLR learning objectives:

Understanding Context

- Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

Application

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

Course Materials

Textbook

- **Human Resources in Healthcare. 5th Edition. Carla Jackie Sampson and Bruce J. Fried (eds.). Health Administration Press, 2021**
- Lecture videos, multimedia, and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module in this course site.

Computer and other Technology Requirements

- Access to the internet
- Reliable computer
- Headphones/Headsets
- Webcam with Audio
- Microsoft Word
- [Basic Computer Specifications for Canvas (Links to an external site.)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android (Links to an external site.)](#)
- [Canvas Student App for iOS](#)

Canvas Tutorials & Technical Support

If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students (Links to an external site.)](#)

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Rutgers IT Help DeskLinks to an external site.](#). 833-OIT-HELP (833-648-4357), accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student TutorialLinks to an external site.](#)
- View tutorials at [Course Tools Tutorials](#) (in the Modules section)

Special Needs Accommodations

Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the Office of Disability Services (Links to an external site.), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

Office of Disability Services contact and address

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Course Structure & Schedules

This course is structured in a weekly module format. A Module is a chunk of the course content broken out usually by topic. Each Module equates to a Week. Each week starts on a **Sunday** and ends on a **Saturday**. Exceptions are the first and the last weeks of the semester.

The weekly/module activities are noted in the Modules section under the corresponding **Week # Objectives & Activities** pages. Each Objectives & Activities page includes:

- Topic introduction of the week
- Learning Materials
    - Readings
    - Multimedia (Audio, and/or Videos, Lecture recordings)
- Learning Activities - what activities you will be doing to help you learn
    - Discussion
    - Project work
    - Assignments
- Assessment - the activities that will be assessed (graded)

The course is divided into 15 Weeks as follows (link to the weekly modules):

- Week 1 (September 6-10): The Current Healthcare Arena
- Week 2 (September 11-17): Strategic Human Resources Management: Chapter 1
- Week 3 (September 18-24): Employment Law, Employee Relations and Healthcare: Chapter 2
- Week 4 (September 25-October 1): Healthcare Professionals and Credentialing of Healthcare Providers: Chapters 3 & 4
- Week 5 (October 2-8) : Diversity, Inclusion and Belonging: Chapter 5
- Week 6 (October 9-15): Job Analysis and Job Design/Performance Management: Chapters 6 & 9
- Week 7 (October 16-22): Recruitment and Selection/Retention: Chapters 7 & 8

Grading Structure

Grading Components	% of Final Course Grade
Discussion Forum Participation	24%
Examination 1	25%
Examination 2	25%
Term Paper	26%
Total	**100%**

After all final grade numbers are assessed, the final letter grade will be based on a curve. The curve will approximate the grade distribution in undergraduate human resources courses in SMLR. The instructor reserves the right to grade better or worse than the undergraduate human resources grade distribution in SMLR for classes that are head and shoulders better or worse than the typical class.

Examinations

There will be two examinations: a Mid-Term Examination and a Final Examination. Each will be composed of 50 multiple choice questions. Each exam is worth 25 points. So, each question is worth .5 point toward the course. The exam questions are derived entirely from the text. My best advice to score well on the exams: study the text closely.

The exams are proctored by Lockdown Browser and Respondus. Prior to the Mid-Term, you will be offered a 10 question practice exam to take under proctoring. You will be able to understand the difficulty of the questions as well as the exam proctoring conditions. Please take the practice exam.

LockDown Browser and Respondus Monitor

Your exam will be proctored through the proctoring tool LockDown Browser and Respondus Monitor. LockDown Browser locks your browser so you can only open the Exam browser and nothing else. The Respondus Monitor is the Webcam proctoring that accompanies LockDown Browser. In Week 6, prior to the

midterm exam, you will take a practice test (non-graded) to acclimate yourself to LockDown Browser and identify/fix any technical issues. This way you will be all set to go for the midterm.

In order to complete the exam, you will need to download the tool. Follow instructions below:

- [Student Guide LockDown BrowserLinks to an external site.](#)

Term Paper

The course requires a term paper. The paper will be on a topic the covers both human resources and healthcare. Each student will have a unique topic. The topic must be approved. Topics must be approved by October 11. The sooner you offer a topic, the more likely you will have the topic of your choice. If you do not have an approved topic by the due date, a topic will be assigned. Please do not let this happen. Students perform better when exploring an area of personal interest rather than an assigned area.

An acceptable topic is typically derived from a slice of one on the chapters in the text. Topics are narrowly constructed. For example, a student who wishes to write about diversity, in general, will not have the topic approved as it is not directly tied to healthcare. And, even if it were tied, diversity constitutes a chapter in the text and appears throughout the rest of the text. It is way too broad. The topic, diversity issues in nursing, is acceptable. Please offer topics that are narrowly constructed.

The term paper should have a thesis that is supported by information adduced from your sources. For example, the thesis might show better ways of achieving a given end in healthcare human resources. It might show common threads in a review of different outcomes of healthcare human resources activities. Or, it might critique prevailing thought in healthcare human resources.

The paper should state a thesis at the outset. The body of the paper should be the proof of the thesis. Close the paper with a summary of findings.

As students are eager to know the expected length of the term paper, it ought to be roughly ten pages, double spaced in length. You should, however, use as much space as you need to develop your thesis. If you are a terse writer, you may need less length. If you are a verbose writer, you may need more pages. You may use any format you wish, but use that format consistently. Term papers will be reviewed by Turnitin for plagiarism.

Term papers are due by November 16. There will be a deduction for any lateness. The deduction will be proportional to the amount of lateness.

Student Support Services

- [Rutgers Student Support Services](#)
- [Student Health & Wellness Services](#)
- [Registrar's Office](#)
- [Rutgers Dean of Students - Student AffairsLinks to an external site.](#)

Student Code of Conduct

You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to Discussion Post Guidelines when communicating in your Canvas class.

Academic Integrity

Be sure to review and abide by the Rutgers Academic Integrity

TurnItIn Statement

Students (You) agree that by taking this course all required papers may be subject to submission for textual similarity review to **Turnitin.com** (via Canvas Assignments Portal) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy (Links to an external site.) posted on the Turnitin.com site.

If you do not agree please contact me immediately.

Your Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, *you are still expected to **adhere to the all due dates***.

You are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course ***on a daily basis***
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates

In case of computer failure

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens) or you lose internet access. Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

Any Broken Links/URLs

At SMLR, we strive to continuously improve our course design. If you come across any broken links/URLs, or pages that don't exist, please email SMLR Instructional Design & Technology Specialist, Marta Pulley, marta.pulley@rutgers.edu. Any suggestions you have for improving the course design is greatly appreciated.

Where to Next?

After reviewing the content of this Course Syllabus, proceed to Modules, and review the Learning Support Resources section. Then continue on to Week 1 activities.

Course Summary:

Date	Details	Due
Sat Sep 16, 2023	Discussion Topic Week 2 Discussion: HR Strategic Plan	due by 11:59pm
Mon Sep 18, 2023	Assignment Assignment: Academic Integrity Contract	due by 11:59pm
Sat Sep 23, 2023	Discussion Topic Week 3 Discussion: Allegations of Misconduct	due by 11:59pm
Sat Sep 30, 2023	Discussion Topic Week 4 Discussion: Healthcare Professional Disputes	due by 11:59pm
Sat Oct 7, 2023	Discussion Topic Week 5 Discussion: Diversity and Mergers	due by 11:59pm
Wed Oct 11, 2023	Assignment Assignment 1: Topics for Term Paper Submission	due by 11:59pm
Sat Oct 14, 2023	Discussion Topic Week 6 Discussion: The Missing Job Description	due by 11:59pm
Sat Oct 21, 2023	Discussion Topic Week 7 Discussion: Recruitment Plan	due by 11:59pm
Fri Oct 27, 2023	Assignment Mid-Term Examination - Requires Respondus LockDown Browser + Webcam	due by 11:59pm
Sat Nov 4, 2023	Discussion Topic Week 9 Discussion: Compensation Practices, Planning and Challenges	due by 11:59pm
Sat Nov 11, 2023	Discussion Topic Week 10 Discussion: Healthcare Benefits for Healthcare Workers	due by 11:59pm

Date	Details	Due
Thu Nov 16, 2023	Assignment [Assignment: Term Paper](#)	due by 11:59pm
Sat Nov 18, 2023	Discussion Topic [Week 11 Discussion: The Discharged Shop Steward](#)	due by 11:59pm
Wed Nov 29, 2023	Discussion Topic [Week 12 Discussion: Workforce Planning in a Rapidly Changing Healthcare System](#)	due by 11:59pm
Wed Dec 6, 2023	Discussion Topic [Week 13 Discussion: The Nursing Workforce in Healthcare Organizations](#)	due by 11:59pm
Wed Dec 13, 2023	Discussion Topic [Week 14 Discussion: Medication Errors](#)	due by 11:59pm
Sun Dec 17, 2023	Quiz [Final Exam - Requires Respondus LockDown Browser + Webcam](#)	due by 11:59pm
	Discussion Topic [Meet your learning community - Introduce yourself](#)	