Healthcare Human Resources Management

HPEM 5350   Credit Hours: 3

Semester:	Spring	**Year:**	2025
Class Days/Times:	On Line	**Class Location:**	On Line - Canvas

Instructor of Record:	Thomas Maryon	**Title**: Assistant Professor
Office:	H244	
Office Phone:	312.415.4815	
E-Mail:	Thomas.maryon@uttyler.edu	
Office Hours:	T / W / Th 9a – 3p | By Appointment	

Prerequisite: None

Co-requisite: None

Course Description:

This course focuses on functions and concepts required for managing human resources in the healthcare organization. It combines traditional human resource management (HRM) functions with concepts from organizational behavior. Course content includes selection, training and development, compensation, performance appraisal, motivation, organizational development, union activities and modes of conflict resolution

Student Learning Outcomes:

Upon successfully completing this course, the student will be able to:

1. Demonstrate a thorough understanding of the Human Resources Management functions in the healthcare environment. A.1, A.8
2. Analyze how employment laws affect the Human Resources Management function and the line manager's role in compliance with those laws. A.8
3. Describe how compensation and benefit systems are developed and aligned to health care organizations. A.3, A8, B.1
4. Discuss effective recruiting techniques, selection criteria and retention techniques are used in successful healthcare organizations. B.1, B, 2, B.3
5. Explain how the strategic role of Human Resources impacts successful organizations in the healthcare environment and how to integrate the line manager's role dealing with internal and external stakeholders. A.1, A3, B1

Assignments

Assignments	Assessment and Evaluation Methods	Percent
1. Leadership / HR Manager Interview Report	15
2. Module Quizzes – 1 Attempt Allowed / Open Book	10
3. Human Resources Research Paper	40
4. Final Exam / Closed Book	30
5. Online Participation	5
Total	100

Course Grade Scale (points): A: 90-100, B: 80-89, C: 70-79, F: < 70 points

Linked MHA Program Learning Outcomes:

The student learning outcomes listed on page 1 address the following MHA Program PLOs:

- PLO A.1 - The student will identify appropriate sources and gather information, effectively and efficiently.
- PLO A.3 - The student will develop, understand and use data from performance, surveillance or monitoring systems.
- PLO A.8 - The student will analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
- PLO A.10 - The student will implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.
- PLO B.1 - The student will speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
- PLO B.2 - The student will receive, process, and respond appropriately to information conveyed by others.
- PLO B.3 - The student will perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.

Required Textbook:

Fried, B.J., and Sampson, C.J. Editors. (2021). Human Resources in Healthcare. 5th ed. Health *Administration Press. Chicago. ISBN: 978-1-64055-245-6*

Course Calendar – Weekly Schedule of Activities

Module	Date	Topic / Assignments	Chapter
1	1/13	***Course Introduction and Overview*** ***Strategic Human Resources Management*** • DO: Zoom Call 1 - Wednesday, 1/15 @ 6pm – 730p • DO: Module 1 Quiz • DO: Start Thinking about Two Written Assignments!!!	1
2	1/20	***Employment Law, Employee Relations, and Healthcare*** • DO: Module 2 Quiz • DO: Discussion Post 1 • HR Research Paper topic approved by Instructor by Friday, Jan 24 @ 5pm	2
3	1/27	***Healthcare Professionals*** ***Credentialing of Healthcare Providers*** • DO: Module 3 Quiz	3 / 4
4	2/3	***Diversity, Inclusion and Belonging*** • DO: Submit HR Manager Interview Report • DO: Module 4 Quiz • DO: Discussion Post 2	5
5	2/10	***Job Analysis and Design*** ***Recruitment and Selection*** • DO: Module 5 Quiz	6 / 7
6	2/17	***Retention*** • DO: Mid-Term Course Feedback Survey • DO: Module 6 Quiz • DO: Discussion Post 3	8
7	2/24	***Performance Management*** • DO: Module 7 Quiz • DO: Sample Work Improvement Plan	9

Module	Date	Topic / Assignments	Chapter
8	3/3	***Compensation Practices, Planning and Challenges*** • DO: Discussion Post Course Feedback Survey • DO: Optional Zoom Call 2 - Wednesday, 3/5 @ 12p – 1p • DO: Module 8 Quiz	10
	3/10	***Spring Break – Enjoy – No Class***	
9	3/17	***Employee Benefits*** • DO: Discussion Post 4 • DO: Module 9 Quiz	11
10	3/24	***Managing with Organized Labor*** • DO: Module 10 Quiz	12
11	3/31	***Workforce Planning in a Rapidly Changing Healthcare System*** • DO: Work on Research Project • DO: Module 11 Quiz	13
12	4/7	***The Nursing Workforce in Healthcare Organizations*** • DO: Module 12 Quiz	14
13	4/14	***Human Resources Management Practices for Quality and Patient Safety*** • DO: Zoom Call 3 – Wed, 4/17 @ 12p – 1pm • DO: Module 13 Quiz • DO: Submit HR Research Project	15
14	4/21	***Burnout, Wellbeing, and Workplace Vitality*** • DO: Study for the Final • DO: Discussion Post 5 • DO: Module 14 Quiz	16

Module	Date	Topic / Assignments	Chapter
15	4/28	**Final Exam Week** DO: Final Exam – Wednesday April 30 6p – 7:30p **End of Semester Saturday, May 3**	

Assignments

Leadership / HR Manager Interview Report:

Each student should meet and conduct an interview with their direct report or an HR manager in an organization to discuss the top three (3) HR issues being faced by this manager. If the individual is not an HR leader, the individual should supervise a minimum of 5 employees. The assignment submission is a **written report**.

The following outline format should be used for the interview, and the final written deliverable should include four (4) sections**. Assignment grading will be based on Written Assignment Rubric criteria in the Getting Started Module**:

1. Description of the individual interviewed, the environment, and scope of the area assessed.
2. Discussion of the three challenges and root causes of the issues.
3. Overall Assessment and student impressions of the meeting.
4. 3 – 5 short term and long-term interventions to address the challenges utilizing readings outside of the textbook.   References should be cited on a Reference Page using APA format.

Requirements:

- This meeting does not have to occur face to face. The meeting can utilize virtual technology.
- The final report will be 3 – 4 pages of text using APA format. The Cover page and Reference Page are not included in the 4-page max. An Abstract is not required.
- The final report should be submitted as a PDF.

Module Quizzes:

Most modules will contain quizzes that are quick hits for students to both learn module competencies and to earn points.

- See specific modules for activities and points.
- Module quizzes are open book.
- Quizzes are timed and students are allowed one attempt.
- ProcturU is not required.

Human Resources Research Paper:

Each student will write **a** paper based on a current human resources issue in health care. The topic must be approved by the instructor before proceeding with the research during Module 2. Get your topic approved early! Duplicate topic approvals are subject to the instructor. The final paper should be approximately 12-15 pages using APA format. Your paper must include at least 5 outside references BEYOND your textbook.

Assignment grading will be based on Written Assignment Rubric criteria in the Getting Started Module

The final deliverable should include at least the following components:

- Description of the healthcare sector impacted by the problem
- Identification and in-depth analysis of the history and background of the problem based on the literature
- Background data to validate the issue, trend, or problem
- Broader systemic impacts of the issue on other healthcare segments showing the importance of addressing the issue
- Strategic alternatives / solutions both short and long term to address, remedy, or alleviate the problem
- Solutions approaches and potential obstacles to implementation with remediation plans for successful implementation

Final Examination:

This Final exam may include the following evaluation formats: multiple choice, true or false or matching. This exam is based on textbook readings. The exam will be closed book and students are required to use ProctorU. The Final Exam will be administered during Final Exam Week Wednesday August 2, 2023.

Participation:

Participation / Engagement in the online platform is required and important. Zoom Call participation, online module participation, discussion posts, and engagement with the video lecture Activity are all categorized as course participation. Students should complete all module materials, required assignments, and actively participate in discussion posts. Final Grade credit is given for Attendance / Participation.

Other Class Policies:

Attendance:

Students are encouraged to attend virtual online synchronous sessions. Final Grade credit is given for Attendance.

Late Assignments:

For each day the assignment is late, 5% will be deducted from the total score. Late assignments will not be accepted after 5 days. No assignments will be accepted after Module 13, Friday December 9 at 5pm. The instructor has the discretion to alter this policy in the event of an emergency or illness if the student notifies the instructor in a timely manner. In this event, documentation may be required.

Academic Honesty:

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Cheating

Dishonesty of any kind involving examinations, assignments, alteration of records, wrongful possession of examinations, and unpermitted submission of duplicate papers for multiple classes or unauthorized use of keys to examinations is considered cheating. Cheating includes but is not limited to:

- Using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class.
- Falsifying or inventing any information, including citations, on an assigned exercise.
- Helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism

Plagiarism is presenting the words or ideas of another person as if they were your own. Materials, even ideas, borrowed from others necessitate full and complete acknowledgment of the original authors. Offering the work of another as one's own is plagiarism and is unacceptable in the academic community. A lack of adequate recognition constitutes plagiarism, whether it utilizes a few sentences, whole paragraphs, articles, books, audio-visual materials, the writing of a fellow student ***or the utilization of artificial intelligence to produce academic work***. In addition, the presentation of material gathered, assembled or formatted by others as one's own is also plagiarism. Because the university takes such misconduct very seriously, the student is urged to carefully read university policies on Misconduct in Research and Other Scholarly Activity 05.00. Examples of plagiarism are:

- Submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another.
- Submitting a work that has been purchased or otherwise obtained from an Internet source or another source.

Incorporating the words or ideas of an author into one's paper without giving the author due credit.

Adding/Dropping:

The official deadline for adding and dropping courses is as published in the academic calendar and Graduate Bulletin (typically the day before Census Day). However, students are strongly encouraged to meet with their graduate advisor or the Program Coordinator prior to adding/dropping courses. Movement into and out of classes after the 4th class day requires approval of the Program Director. Students can drop until mid-semester without a WP or WF. Drops after mid-semester require approval of the Dean. Each student is responsible for their own enrollment status with the university.

Disability Accommodations:

UTHSCT abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which mandate reasonable accommodations be provided for students with documented disabilities. If you have a disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the Student Services Office (located on the UT Tyler Campus). You may call 903-566-7079 for more information.

Technical Support: https://www.uthct.edu/technical-support

Online Student Orientation: https://www.uthct.edu/new-student-orientation

Note: The Instructor retains the right to change this syllabus at any time.

####END OF SYLLABUS####