

Course Syllabus

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 Edit

Leadership Foundations and Strategies for Health Organizations - Fall 2024

HPEM 6340 - 3 Credit Hours

Course Description	Learning Objectives	Required Materials	Evaluation/Grading
Participation/Late Policy	Course Calendar	Policies	MHA Learning Outcomes

Pre-requisite: None

Co-requisite: None

This course syllabus is subject to change at anytime.

Class Days / Times:

Online and Virtual Face2Face per Course Calendar

Instructor:

Dr. Thomas Maryon, Assistant Professor
Department of Health, Economics, Policy, and Management
School of Health Professions

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Phone:

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M - F | 9a - 3p | By Appointment Only

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Course Description

This course examines the dynamic nature of leadership in the healthcare and public health context utilizing organizational theory and behavior models. This course uses foundational leadership concepts to develop leadership applications and processes, such as leadership assessment (individual and team), communication improvement, strategic planning, decision making alignment, employee enhancement and knowledge management for use in creating and maintaining an organizational culture that can thrive within its external environment while improving organizational efficiency, effectiveness, and efficacy within moral parameters.

Student Learning Objectives

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

- Discuss and explain foundations of leadership from various theorists and develop a personal leadership model.

- Leadership Model Paper | Exam
- PLO A1, B1, C4, E2
- MPH CEPH foundational competency 16 & 17
- Discuss and explain how leaders use leadership tools to create a successful environment and ensure organizational performance for their organizations.
 - Exam
 - PLO A1, A7, A8, A10, B1, B2, B3, C3, C4, C6, E1
 - MPH CEPH foundational competency 16 & 17
- Apply leadership and managerial perspectives and appropriate leadership styles to various situations understanding that people are led and resources are managed.
 - Exam
 - PLO A1, A3, C3, C4, C5, C6, D2, E2
 - MPH CEPH foundational competency 16 & 17
- Describe how individuals are motivated to perform effectively, the importance of understanding power, sources of power, and the use of power and politics in leadership and management activities.
 - Exam
 - PLO B2, B3, C4, C5, C6, E1, E2
 - MPH CEPH foundational competency 16 & 17
- Discuss the process of leadership as it applies to organizational culture within the context of cultural understanding and development, leadership strategy execution, and managing within complex organizations.
 - Exam
 - PLO A1, B1, C1, C4, C5, C6, E1
 - MPH CEPH foundational competency 16 & 17

Required Textbook | Materials

Gerald R. Ledlow, Michelle Bosworth, and Thomas Maryon. Leadership for Health Professionals: Theory, Skills and Applications. (4th edition). Jones and Bartlett Publishers, Inc: Sudbury, Massachusetts.

ISBN-13: 978-1284254785 | *Purchase either a paper copy or an e-copy of the book.*

[CLICK here for the book link !\[\]\(0f848bbd71cef6b345273b16f905912a_img.jpg\) \(https://a.co/d/bOI84QI\)](https://a.co/d/bOI84QI)

Gallup (February 2020). Now, Discover Your Strengths: The revolutionary Gallup program that shows you how to develop your unique talents and strengths. ISBN-13 : 978-0743201148

You do not need to provide your StregnthsFinder test results to the instructor. If you have already completed the StregnthsFinder assessment and know your top 5 Strengths you may use those results for all assignments.

[CLICK Here for the Gallup Web Site to buy the Assessmen !\[\]\(de95854c7ee024cfadc48187bbb781b2_img.jpg\)](https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-individuals.aspx?msclid=deb2e35e55541a96753481a012892281)

[\(https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-individuals.aspx?msclid=deb2e35e55541a96753481a012892281\) t](https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-individuals.aspx?msclid=deb2e35e55541a96753481a012892281)

IF YOU PURCHASE A COPY OF THE BOOK FROM A RETAILER BE SURE TO PURCHASE A BOOK WITH A SURVEY ACCESS CODE – DO NOT BUY USED

RHETI Test – The Enneagram Institute. To purchase and complete your Enneagram Test CLICK on the link below. The site will give you an option to either insert a code or buy a code. **You will need to buy a code.**

You do not need to provide your Enneagram test results to the instructor. If you have already completed the Enneagram test and know your Enneagram Type you may use those results for all assignments.

[CLICK Here for the Enneagram Institute Link !\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd_img.jpg\) \(https://tests.enneagraminstitute.com/\)](https://tests.enneagraminstitute.com/)

Emotional Intelligence Test - The Psychology Today magazine has been helping individuals understand what makes people tick for nearly 50 years. There is a small fee for the test.

[CLICK Here for Psychology Today EQ Test](https://www.psychologytoday.com/ca/tests/personality/emotional-intelligence-test) 

[\(https://www.psychologytoday.com/ca/tests/personality/emotional-intelligence-test\)](https://www.psychologytoday.com/ca/tests/personality/emotional-intelligence-test)

Other readings may be assigned in the Course Calendar or Course Modules

Course and Student Assignments | Methods of Evaluation | Grading

See how Assignments are weighted by group towards your final grade at the top right of the Syllabus page

All assignments are based on a 100 point scale unless noted in the module.

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

Module Written Assignments / Quizzes: Modules will contain both written assignments and quizzes that are quick hits for students to both learn module competencies and to earn points. See specific modules for activities and points.

- Module written assignment submissions should utilize 12-point font, Arial font, double-spaced formatting, and be submitted as a PDF. APA format should be followed regardless of references being utilized or not utilized. Module written assignments are graded on a 100 point scale.
- Module quizzes are open book. ProctorU is not required. Quizzes are timed and students are allowed one attempt.

Personal Leadership Model | Paper:

Paper:

- Please review the Personal Leadership Model Overview and requirements in the Getting Started Module
- The student will write a **7 to 10 page paper not including cover page or reference page** (12-point font, Arial, double spaced) and develop a *personal application based leadership model* using theories and models covered in the course. Components of several leadership theories / theorists including the Dynamic Cultural Leadership Model, Clifton StrengthFinders, your Emotional Intelligence Test, and your personal Enneagram results must be included in the paper.
- The paper should also include a single page action plan in table format for developing your leadership skills over the next 12 months. A Template is included in the Getting Started course module.
- References beyond the textbook must be included. A minimum of 8 professional, peer reviewed resources over and above your classroom materials, assessments, and textbook must be utilized. The paper should be submitted in current APA format and submitted as a PDF. All Figures and tables including your Personal Development Plan must be in APA format.

PowerPoint Presentation / Recorded and Posted:

- A recorded PowerPoint presentation will accompany the Leadership Model Paper. The recorded presentation should show the main tenets / principles of your leadership model paper with supporting evidence from the literature in 3 - 5 PowerPoint slides. Your development plan should be included in the presentation. Do not duplicate a separate reference slide. References will be included in your paper.
- You will be assigned to a Review Group. Each student will be required to review all video presentation given by each student in your Review Group. You will review all peer presentation and provide individual feedback to each peer using a Peer Review Tool. The peer review score will not be included in the presentation grade but will be used as anecdotal student feedback. Faculty review and scoring will be weighted at 100% to determine the final presentation grade.

Use of Student Projects:

- Outstanding Student Leadership Models can be tremendous learning tools for future Healthcare Leadership students. A de-identified / redacted sample of your model may be used in future classes as a sample of an outstanding student submission for future students. If you prefer your model **not be included** in this pool of samples, please notify me via email prior to the end of this semester.

Final Examination: This Final exam may include the following evaluation formats: multiple choice, true or false or matching. This exam is based on the course textbook, lectures, and module materials. The exam will be administered the last week of the semester. The exam will be closed book and students are required to use ProctorU

Participation | Late Policy

Participation: Engagement in the online platform is required and important. Student course activity is monitored and students are required to complete all module activities and assignments. Students are encouraged to attend online synchronous sessions. Extra credit points are provided for some participation activities.

Zoom Calls:

- Participation is not required but strongly encouraged. Session recordings are provided the day after all Zoom Calls.
- Participation includes both student engagement during discussions and includes the use of the video feature.

Late Policy

- Prior notice to be excused from any activity must be obtained from the instructor prior to the scheduled activity for the student to be awarded credit for participation.

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 5pm the last day of the semester. 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.

Use of Artificial Intelligence

- UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

Artificial Intelligence is not permitted in this course at all

- I expect all work students submit for this course to be their own. I have carefully designed all assignments and class activities to support your learning. Doing your own work, without human or artificial intelligence assistance, is best for your efforts in mastering course learning objectives. For this course, I expressly forbid using ChatGPT or any other artificial intelligence (AI) tools for any stages of the work process, including brainstorming. Deviations from these guidelines will be considered a violation of UT Tyler's Honor Code and academic honesty values.

Course Calendar

Course Calendar

Module	Date	Topic / Assignments	Readings
GS / 1	8/26	<p align="center">Review the Getting Started Module</p> <p>Leadership Foundations Leadership Thought Understanding Leadership as a Theory – Why Study Theory</p> <p>DO: Module 1 Quiz</p> <p align="center">All assignments are due by weekly Module close Sunday @11:59pm unless otherwise noted</p>	<p>Chap 1</p> <p>Append A</p>
2	9/2	<p align="center">September 2 is Labor Day!!!</p> <p>Leadership Foundations Determining Your Own Leadership Style</p> <p>Leadership Foundations Today's Health Leadership Challenges</p> <p>DO: Complete the Clifton Strength Finder Assessment DO: Complete the Enneagram RHETI Test DO: Complete the Emotional Intelligence Test DO: Complete Dynamic Cultural Leadership Model DO: Written Assignment 1 – Self-Assessment Summary DO: Module 2 Quiz</p>	Chap 2 / 3
3	9/9	<p>Leadership Foundations Chronology of Leadership Study and Practice</p> <p>DO: Zoom Call 1 - Monday, 9/9 @ 6pm – 730p DO: Activity Conflict Management Style Assessment Part 1 DO: Written Assignment 2 - Machiavelli Self-Assessment Activity DO: Course Feedback Survey #1</p>	Chap 4
4	9/16	<p>Leadership in Practice Competence I: Professional Competencies and Personal Skill and Responsibilities</p> <p>DO: Written Assignment 3 - Conflict Management Style Assessment Part 2 DO: Module 4 Quiz</p>	Chap 5
5	9/23	<p>Leadership in Practice Competence II: Application of Skills, Tools, and Abilities</p> <p>DO: Zoom Call 2 - Monday, 9/23 @ 6pm – 730p DO: Written Assignment 4 - Acclaro Planning Manual DO: Module 5 Quiz</p>	Chap 6
6	9/30	<p>Leadership in Practice Leadership Assessment and Research: Individual, Team, and Organization</p> <p>DO: Module 6 Quiz</p>	Chap 7
7	10/7	<p>Leadership in Practice Leadership Models in Practice</p> <p>DO: Zoom Call 3 Monday, 10/7 @ 6pm – 730p DO: Written Assignment 5 – Bolman and Deal Reframing Assignment DO: Module 7 Quiz</p>	Chap 8
8	10/14	<p>Leadership in Health Organizations Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You</p> <p>Leadership in Health Organizations Ethics in Health Leadership</p> <p>DO: Written Assignment 6 – Changing Organizational Culture</p>	Chap 9 / 10

		DO: Module 8 Quiz	
9	10/21	<p>Leadership in Health Organizations Measuring the Outcomes of Leadership Initiatives</p> <p>DO: Zoom Call 4 Monday, 10/21 @ 6pm – 730p</p> <ul style="list-style-type: none"> • Guest Speaker: Dr. Jerry Ledlow (Textbook Author) <p>DO: Module 9 Quiz</p>	Chap 11
10	10/28	<p style="text-align: center;">CHAPTER OUT OF SEQUENCE</p> <p>Leading People and Managing Resources into the Future Complexity, Speed and Change: Leadership Challenges for the Next Decade</p> <p>Leading People and Managing Resources into the Future Leadership and Advocacy: Complementary Roles to Create Change</p> <p>DO: Module 10 Quiz</p>	Chap 13 / 14
11	11/4	<p>Leadership in Health Organizations Essential Leadership Knowledge in Health Quality and Safety</p> <p>DO: Zoom Call 5 Monday, 11/4 @ 6pm – 730p</p> <ul style="list-style-type: none"> • Guest Speaker: Dr. Michele Bosworth (Textbook Author) <p>DO: Module 11 Quiz</p>	Chap 12
12	11/11	<p>Leading People and Managing Resources into the Future Leading Nonperforming Employees: Leadership Responsibility</p> <p>DO: Written Assignment 7 - Non Performing Employees</p> <p>DO: Module 12 Quiz</p> <p>DO: Submit Leadership Model Paper and PowerPoint</p>	Chap 15
13	11/18	<p>Leading People and Managing Resources into the Future</p> <p style="text-align: center;">The Health Leader, Information, Decisions, Creating Knowledge Culture: The 4 Ps of Health Analytics Adoption</p> <p style="text-align: center;">Leadership in the Healthcare Payer Ecosystem</p> <p>DO: Zoom Call 6 Tuesday, 11/18 @ 6pm – 730p</p> <ul style="list-style-type: none"> • Guest Speaker: Leah Dixon UT Health East <p>DO: Module 13 Quiz</p>	Chap 16 / 17
	11/25	<p style="text-align: center;">Happy Thanksgiving!!!</p> <p style="text-align: center;">NO CLASS OR ASSIGNMENTS THIS WEEK</p>	
14	12/2	<p>Leading People and Managing Resources into the Future Responsibilities of Mentorship and Succession Planning</p> <p>DO: Complete PowerPoint Peer Review</p> <p>DO: Module 14 Quiz</p>	Chap 18
15	12/9	<p style="text-align: center;">Semester Ends – Friday, 12/13/24 at 5pm</p> <p>DO: Final Exam – See Module for date and time</p>	

[University Policies and Information \(https://uttyler.instructure.com/courses/42852/pages/university-policies-and-information-5\)](https://uttyler.instructure.com/courses/42852/pages/university-policies-and-information-5)

[Student Resources \(https://uttyler.instructure.com/courses/42852/pages/student-resources-5\)](https://uttyler.instructure.com/courses/42852/pages/student-resources-5)

Linked MHA Program Learning Outcomes

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

Linked MHA Program Learning Outcomes

- A.1** Identify appropriate sources and gather information, effectively and efficiently.
- A.3** Develop, understand and use data from performance, surveillance or monitoring systems.
- A.7** Economic analysis: Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.
- A.8** Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
- A.10** Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.
- B.1** Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
- B.2** Listen: Receive, process, and respond appropriately to information conveyed by others.
- B.3** Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.
- C.1** Organizational Vision: Through effective governance, establish an organization's values, vision, and mission; systematically enhance performance and human material and knowledge resources
- C.3** Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.
- C.4** Change Leadership: Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environmental factors.
- C.5** Collaboration: Work collaboratively with others as part of a team or group, demonstrating commitment to the team's goal and encouraging individuals to put forth their best effort
- C.6** Organizational awareness: Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community







- D.2 Behave ethically and promote standards of ethical behavior throughout public and healthcare organizations and professional communities.
- E.1 Actively seek feedback from others, reflecting and learning from successes and failures of professionals in public health and healthcare.
- E.2 Develop an accurate view of own strengths and developmental needs, including the impact one has on others









Linked MPH CEPH Foundational Competencies





The student learning outcomes listed above address the following MPH CEPH foundational competencies:

Leadership	
<p>16. Apply leadership and/or management principles to address a relevant issue*</p> <p>17. Apply negotiation and mediation skills to address organizational or community challenges**</p>	
<p>*Such principles may include creating a vision, empowering others, fostering collaboration, and guiding decision making</p> <p>**"Negotiation and mediation," in this competency, refers to the set of skills needed when a common solution is required among parties with conflicting interests and/or different desired outcomes. Such skills extend beyond the level of negotiation required in a successful intra-group process; effective communication within a work group or team is more closely related to competency 16.</p>	

Course Summary:

Date	Details	Due
Sun Sep 1, 2024	 DO Module 1 Quiz https://uttyler.instructure.com/courses/42852/assignments/832067	due by 11:59pm
	 DO Say Hello to the Class!!! https://uttyler.instructure.com/courses/42852/assignments/832063	due by 11:59pm
Sun Sep 8, 2024	 DO Module 2 Quiz https://uttyler.instructure.com/courses/42852/assignments/832070	due by 11:59pm
	 DO Submit Your Self-Assessment Summary Assignment WA1 https://uttyler.instructure.com/courses/42852/assignments/832084	due by 11:59pm
Sun Sep 15, 2024	 DO Course Feedback #1 - Class Participation Written Feedback https://uttyler.instructure.com/courses/42852/assignments/832061	due by 11:59pm
	 DO Academic Integrity Training Attestation- Complete every 12 months https://uttyler.instructure.com/courses/42852/assignments/832066	due by 11:59pm

Date	Details	Due
	 DO Course Feedback #1 - Class Participation Online Feedback https://uttyler.instructure.com/courses/42852/assignments/832060	due by 11:59pm
	 DO Machiavelli Self-Assessment Activity and Assignment WA2 https://uttyler.instructure.com/courses/42852/assignments/832079	due by 11:59pm
Sun Sep 22, 2024	 DO Module 4 Quiz https://uttyler.instructure.com/courses/42852/assignments/832086	due by 11:59pm
	 DO: Conflict Management Style Module Assignment WA3 https://uttyler.instructure.com/courses/42852/assignments/832085	due by 11:59pm
Sun Sep 29, 2024	 DO Acclaro Planning Manual Review WA4 https://uttyler.instructure.com/courses/42852/assignments/832076	due by 11:59pm
	 DO Module 5 Quiz https://uttyler.instructure.com/courses/42852/assignments/832071	due by 11:59pm
Sun Oct 6, 2024	 DO Module 6 Quiz https://uttyler.instructure.com/courses/42852/assignments/832072	due by 11:59pm
Sun Oct 13, 2024	 DO Bolman and Deal Reframing Organizational Leadership Self-Assessment WA5 https://uttyler.instructure.com/courses/42852/assignments/832077	due by 11:59pm
	 DO Module 7 Quiz https://uttyler.instructure.com/courses/42852/assignments/832073	due by 11:59pm
Sun Oct 20, 2024	 DO Changing Organizational Culture WA6 https://uttyler.instructure.com/courses/42852/assignments/832078	due by 11:59pm
	 DO Module 8 Quiz https://uttyler.instructure.com/courses/42852/assignments/832074	due by 11:59pm
Sun Oct 27, 2024	 DO Module 9 Quiz https://uttyler.instructure.com/courses/42852/assignments/832075	due by 11:59pm
Sun Nov 3, 2024	 DO Module 11 Quiz https://uttyler.instructure.com/courses/42852/assignments/832059	due by 11:59pm
Sun Nov 10, 2024	 DO Module 10 Quiz https://uttyler.instructure.com/courses/42852/assignments/832062	due by 11:59pm
Sun Nov 17, 2024	 DO AIE Personal Leadership Model PowerPoint Assignment Submission DUE 11/17 Peer Reviews DUE 12/02 @ 11:59pm - READ INSTRUCTIONS CAREFULLY https://uttyler.instructure.com/courses/42852/assignments/832087	due by 11:59pm
	 DO AIE Personal Leadership Model Written Paper https://uttyler.instructure.com/courses/42852/assignments/832088	due by 11:59pm
	 DO Module 12 Quiz https://uttyler.instructure.com/courses/42852/assignments/832065	due by 11:59pm
	 DO Non Performing Employees WA7	due by 11:59pm

Date	Details	Due
	https://uttyler.instructure.com/courses/42852/assignments/834257	
Sun Nov 24, 2024	 DO Module 13 Quiz https://uttyler.instructure.com/courses/42852/assignments/832068	due by 11:59pm
Sun Dec 8, 2024	 DO Module 14 Quiz https://uttyler.instructure.com/courses/42852/assignments/832069	due by 11:59pm
Tue Dec 10, 2024	 DO Final Exam - FA 2024 HPEM 6340 Exam is open Mon, Dec 9 @ 6p until Tues, Dec. 10 @ 8p https://uttyler.instructure.com/courses/42852/assignments/832058	due by 8pm
Fri Dec 13, 2024	 WATCH This is a MUST WATCH https://uttyler.instructure.com/courses/42852/assignments/832064	due by 11:59pm