

Course Syllabus

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Leadership Foundations and Strategies for Health Organizations - Fall 2023

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

Converted to HTML with WordToHTML.net <https://wordtohtml.net>

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

Office:

UTTyler Health Science Center | Bldg H244

Phone:

o. 903.877.1452
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Office Hours:

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
- Discuss and explain how leaders use leadership tools to create a successful environment and ensure organizational performance for their organizations.
 - Exam | Module Assignments
 - PLO A1, A7, A8, A10, B1, B2, B3, C3, C4, C6, E1
- Apply leadership and managerial perspectives and appropriate leadership styles to various situations understanding that people are led and resources are managed.
 - Exam | Module Assignments
 - PLO A1, A3, C3, C4, C5, C6, D2, E2
- 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 | Module Assignments
 - PLO B2, B3, C4, C5, C6, E1, E2
- 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 | Module Assignments
 - PLO A1, B1, C1, C4, C5, C6, E1

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](https://a.co/d/bOI84QI)  **[\(https://a.co/d/bOI84QI\)](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 StregnthFinder test results to the instructor. If you have already completed the StregnthFinder 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](https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-) 
 [\(https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-](https://www.gallup.com/cliftonstrengths/en/253850/cliftonstrengths-for-)

[individuals.aspx?msclkid=deb2e35e55541a96753481a012892281\)](https://www.enneagraminstitute.com/individuals.aspx?msclkid=deb2e35e55541a96753481a012892281) t

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](https://tests.enneagraminstitute.com/) 
[\(https://tests.enneagraminstitute.com/\)](https://tests.enneagraminstitute.com/)

Emotional Intelligence Test - The Psycholog Today magazine has been helping individuals understand what makes people tick for nearly 50 years. This test is comprehensive and takes about 45 minutes to complete. There is a small fee for detailed PDF results.

[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 this 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. ProcturU 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 1 - 17 and Appendix A of the Textbook. The exam will be administered in Module 16. 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. Points are awarded toward your final grade for Participation. Student course activity is monitored and students are required to complete all module activities and assignments. Students are encouraged to attend online synchronous sessions.

Zoom Calls:

- Participation Credit is provided for Zoom call attendance. Credit will be provided for missed calls if prior instructor approval is obtained and submission of any group assignments from an individual prospective are completed prior to the Zoom call module end date
- Participation includes both student engagement during discussions and includes the use of the video feature.

Late Policy

Activities:

- Prior notice to be excused from an 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.

Course Calendar

Course Calendar

Module	Date	Topic / Assignments	Readings
GS / 1	8/21	<p>Leadership Foundations Leadership Thought Understanding Leadership as a Theory – Why Study Theory</p> <p>DO: Module 1 Quiz</p> <p>All assignments are due by weekly Module close Sunday @11:59pm unless otherwise noted</p>	<p>Chap 1</p> <p>Append A</p>
2	8/28	<p>Leadership Foundations Determining Your Own Leadership Style Leadership Foundations Today's Health Leadership Challenges</p> <p>DO: Zoom Call 1 - Tuesday, 8/29 @ 6pm – 730p DO: Complete the Clifton StregnthFinder Assessment DO: Complete the Enneagram RHETI Test DO: Complete the Emotional Intelligence Test DO: Complete Dynamic Cultural Leadership Model DO: WA 1 – Self-Assessment Summary DO: Module 2 Quiz</p>	Chap 2 / 3
3	9/4	<p>September 4 is Labor Day!!!</p> <p>Leadership Foundations Chronology of Leadership Study and Practice</p> <p>DO: WA 2 - Machiavelli Self-Assessment Activity DO: Course Feedback Survey #1</p>	Chap 4
4	9/11	<p>Leadership in Practice Competence I: Professional Competencies and Personal Skill and Responsibilities</p> <p>DO: Zoom Call 2 - Tuesday, 9/12 @ 6pm – 730p • Guest Speaker: Donna Bowers, JD, RHIA, CHP UT Health East</p> <p>DO: WA 3 - Conflict Management Style Assessment DO: Module 4 Quiz</p>	Chap 5
5	9/18	<p>Leadership in Practice Competence II: Application of Skills, Tools, and Abilities</p> <p>DO: WA – 4 Acclaro Planning Manual Written Assignment DO: Module 5 Quiz</p>	Chap 6
6	9/25	<p>Leadership in Practice Leadership Assessment and Research: Individual, Team, and Organization</p>	Chap 7

		DO: Zoom Call 3 Tuesday, 9/26 @ 6pm – 730p DO: WA 5 - Leadership Cycle Written Summary DO: Module 6 Quiz	
7	10/2	Leadership in Practice Leadership Models in Practice DO: WA 6 – Bolman and Deal Reframing Assignment DO: Module 7 Quiz	Chap 8
8	10/9	Leadership in Health Organizations Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You Leadership in Health Organizations Ethics in Health Leadership DO: Zoom Call 4 Tuesday, 10/10 @ 6pm – 730p • Guest Speaker: Dr. Gerald Ledlow Textbook Author DO: WA 7 – Ethical Principles DO: Module 8 Quiz	Chap 9 / 10
9	10/16	Leadership in Health Organizations Measuring the Outcomes of Leadership Initiatives DO: Module 9 Quiz	Chap 11
10	10/23	Leadership in Health Organizations Essential Leadership Knowledge in Health Quality and Safety DO: Zoom Call 5 Tuesday, 10/24 @ 6pm – 730p • Guest Speaker: Dr. Michele Bosworth Textbook Author DO WA 8: TBD DO: Module 10 Quiz	Chap 12
11	10/30	Leading People and Managing Resources into the Future Complexity, Speed and Change: Leadership Challenges for the Next Decade Leading People and Managing Resources into the Future Leadership and Advocacy: Complementary Roles to Create Change DO: WA 9 – Leadership Model Summary DO: Module 11 Quiz	Chap 13 / 14
12	11/6	Leading People and Managing Resources into the Future Leading Nonperforming Employees: Leadership Responsibility DO: Zoom Call 6 Tuesday, 11/7 @ 6pm – 730p • Guest Speaker: Leah Dixon UT Health East DO: WA 10 – Non-Performing Employees DO: Module 12 Quiz	Chap 15
13	11/13	Leading People and Managing Resources into the Future The Health Leader, Information, Decisions, Creating Knowledge Culture: The 4 Ps of Health Analytics Adoption DO: Work on your leadership model DO: Module 13 Quiz	Chap 16

14	11/20	<p style="text-align: center;">Happy Thanksgiving!!!</p> <p>Leading People and Managing Resources into the Future Leadership in the Healthcare Payer Ecosystem</p> <p style="text-align: center;">NO QUIZ OR MODULE ASSIGNMENT DUE THIS MODULE</p> <p>DO: Submit Leadership Model Paper and PowerPoint Sunday, 11/26 @11:59pm</p>	Chap 17
15	11/27	<p>Leading People and Managing Resources into the Future Responsibilities of Mentorship and Succession Planning</p> <p>DO: Complete Peer Review Review Peer PowerPoint DO: Module 15 Quiz</p>	Chap 18
16	12/4	<p style="text-align: center;">Semester Ends – Friday, 12/8/23 at 5pm</p> <p>DO: Final Exam – See Module for date and time</p>	

Other University Policies

[University Policies and Information \(https://uttyler.instructure.com/courses/36962/pages/university-policies-and-information\)](https://uttyler.instructure.com/courses/36962/pages/university-policies-and-information)

[Student Resources \(https://uttyler.instructure.com/courses/36962/pages/student-resources\)](https://uttyler.instructure.com/courses/36962/pages/student-resources)

Linked MHA Program Learning Outcomes

Linked MHA Program Learning Outcomes



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.

- 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.1**
- 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.
- Organizational Vision: Through effective governance, establish an organization's values, vision, and mission; systematically enhance performance and human material and knowledge resources
- C.1**
- 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
- Organizational awareness: Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community
- C.6**
- 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










Course Summary:

Date	Details	Due
Sun Aug 27, 2023	 DO Say Hello to the Class!!! (https://uttyler.instructure.com/courses/36962/assignments/735398)	due by 11:59pm
	 DO Module 2 Zoom Call OPTIONAL Pre-Work Self-Assessments Please	to do: 11:59pm

Date	Details	Due
	Review ASAP	
	 READ Module 2 Zoom Call Pre-Work Don't Freak - Its not that much reading!!!	to do: 11:59pm
	 DO Module 1 Quiz https://uttyler.instructure.com/courses/36962/assignments/727388	due by 11:59pm
	 DO Set Your Notifications! https://uttyler.instructure.com/courses/36962/assignments/735401	due by 11:59pm
Tue Aug 29, 2023	 DO Zoom Call 1 Tue 8/29 @ 6pm - 730pm Call LINK & Agenda	to do: 11:59pm
	 DO Zoom Call 1 Tue 8/29 @ 6pm - 730pm Call LINK & Agenda Copy	to do: 11:59pm
Sun Sep 3, 2023	 DO Module 2 Quiz https://uttyler.instructure.com/courses/36962/assignments/727393	due by 11:59pm
	 DO Submit Your Self-Assessment Summary Assignment https://uttyler.instructure.com/courses/36962/assignments/727407	due by 11:59pm
	 DO Course Feedback #1 - Class Participation Online Feedback https://uttyler.instructure.com/courses/36962/assignments/727382	due by 11:59pm
	 DO Course Feedback #1 - Class Participation Written Feedback https://uttyler.instructure.com/courses/36962/assignments/727380	due by 11:59pm
Sun Sep 10, 2023	 DO Academic Integrity 101	to do: 11:59pm
	 DO Academic Integrity Training Attestation- Complete every 12 months https://uttyler.instructure.com/courses/36962/assignments/727386	due by 11:59pm
	 DO Module Assignment - Machiavelli Self-Assessment Activity and Assignment https://uttyler.instructure.com/courses/36962/assignments/727402	due by 11:59pm
Tue Sep 12, 2023	 DO Zoom Call 2 Tue 9/12 @ 6pm - 730pm Call LINK & Agenda	to do: 11:59pm

Date	Details	Due
	 DO Zoom Call 2 Tue 9/12 @ 6pm - 730pm Call LINK & Agenda Copy 2	to do: 11:59pm
	 DO Zoom Call 2 Tue 9/12 @ 6pm - 730pm Call LINK & Agenda Copy 3	to do: 11:59pm
Sun Sep 17, 2023	 DO: Conflict Management Style Module Assignment https://uttyler.instructure.com/courses/36962/assignments/727408	due by 11:59pm
	 DO: Module 4 Quiz https://uttyler.instructure.com/courses/36962/assignments/727409	due by 11:59pm
Sun Sep 24, 2023	 READ Module 6 Zoom Call Pre-Work	to do: 11:59pm
	 DO Module 5 Quiz https://uttyler.instructure.com/courses/36962/assignments/727394	due by 11:59pm
	 DO Module Assignment - Acclaro Planning Manual Review - Short Essay https://uttyler.instructure.com/courses/36962/assignments/727399	due by 11:59pm
Tue Sep 26, 2023	 DO Zoom Call 3 Tue 9/26 @ 6p-7:30p Call Link and Agenda	to do: 11:59pm
Sun Oct 1, 2023	 DO Leadership Cycle Assignment https://uttyler.instructure.com/courses/36962/assignments/727387	due by 11:59pm
	 DO Module 6 Quiz https://uttyler.instructure.com/courses/36962/assignments/727395	due by 11:59pm
Sun Oct 8, 2023	 DO Module 7 Quizette https://uttyler.instructure.com/courses/36962/assignments/727396	due by 11:59pm
	 DO Module Assignment - Bolman and Deal Reframing Organizational Leadership Self-Assessment https://uttyler.instructure.com/courses/36962/assignments/727400	due by 11:59pm
	 WATCH Bolman and Deal Results Discussion NEW https://uttyler.instructure.com/courses/36962/assignments/727414	due by 11:59pm
	 WATCH Mod 7 Introduction and Overview (https://uttyler.instructure.com)	due by 11:59pm

Date	Details	Due
	/courses/36962/assignments/727415)	
Sun Oct 15, 2023	 DO Module 8 Quizette https://uttyler.instructure.com/courses/36962/assignments/727397)	due by 11:59pm
	 DO Module Assignment - Changing Organizational Culture https://uttyler.instructure.com/courses/36962/assignments/727401)	due by 11:59pm
	 WATCH Module 8 Introduction & Overview https://uttyler.instructure.com/courses/36962/assignments/727419)	due by 11:59pm
Sun Oct 22, 2023	 DO Module 9 Quizette https://uttyler.instructure.com/courses/36962/assignments/727398)	due by 11:59pm
	 WATCH Module 9 Introduction & Overview https://uttyler.instructure.com/courses/36962/assignments/727420)	due by 11:59pm
Sun Oct 29, 2023	 DO Module 10 Quizette https://uttyler.instructure.com/courses/36962/assignments/727389)	due by 11:59pm
	 DO Module Assignment - Stakeholder Relationship Building https://uttyler.instructure.com/courses/36962/assignments/727405)	due by 11:59pm
	 WATCH This is a MUST WATCH https://uttyler.instructure.com/courses/36962/assignments/727384)	due by 11:59pm
Sun Nov 5, 2023	 DO Module 11 Quizette https://uttyler.instructure.com/courses/36962/assignments/727390)	due by 11:59pm
	 DO Module Assignment - Power https://uttyler.instructure.com/courses/36962/assignments/727404)	due by 11:59pm
	 WATCH Module 11 Introduction & Overview https://uttyler.instructure.com/courses/36962/assignments/727416)	due by 11:59pm
Sun Nov 12, 2023	 DO Module 12 Quizette https://uttyler.instructure.com/courses/36962/assignments/727385)	due by 11:59pm
	 DO Module Assignment - Non Performing Employees https://uttyler.instructure.com/courses/36962)	due by 11:59pm

Date	Details	Due
	/assignments/727403	
Sun Nov 19, 2023	 DO Module 13 Quizette https://uttyler.instructure.com/courses/36962/assignments/727391	due by 11:59pm
	 DO Module Assignment - The 4 Ps of Health Analytics https://uttyler.instructure.com/courses/36962/assignments/727406	due by 11:59pm
	 WATCH Module 13 Introduction and Overview (https://uttyler.instructure.com/courses/36962/assignments/727417)	due by 11:59pm
Sun Nov 26, 2023	 Personal Leadership Model PowerPoint Assignment Submission DUE 11/26 Peer Reviews DUE 12/3 @ 11:59pm - READ INSTRUCTIONS CAREFULLY https://uttyler.instructure.com/courses/36962/assignments/727410	due by 11:59pm
	 Personal Leadership Model Written Paper (https://uttyler.instructure.com/courses/36962/assignments/727411)	due by 11:59pm
Sun Dec 3, 2023	 DO Module 15 Quizette https://uttyler.instructure.com/courses/36962/assignments/727392	due by 11:59pm
	 WATCH Module 15 Introduction & Overview (https://uttyler.instructure.com/courses/36962/assignments/727418)	due by 11:59pm
Tue Dec 5, 2023	 DO Final Exam - Fall 2023 HPEM 6340 Tue, Dec 5 6p - 730p https://uttyler.instructure.com/courses/36962/assignments/727383	due by 8pm
	 Submit Certificate https://uttyler.instructure.com/courses/36962/assignments/727413	