HA 511: Leadership in Healthcare Administration
Syllabus

C5:2012

COURSE START DATE: July 9, 2012
ONLINE DATES: July 9 – 13 and July 23 – Aug 17, 2012
ON CAMPUS DATES: July 16 – 20, 2012
Course END DATE: Aug 17, 2012

COURSE DESCRIPTION

For more information on this course, including the official course description and any prerequisites, can be found in the GPS Catalog at http://www.sjcme.edu/gpscatalog/

COURSE INTRODUCTION

Leadership, by its nature, is a somewhat nebulous topic that has defied exact description and yet is thought to be understood by most people. Where does leadership begin and management end? Are these two related, and if so, how? Can leadership be taught or is it relegated to those born with certain skills? Are certain personal values necessary for effective leadership? What can a leader do to increase the effectiveness of teams? These, and many more topics on leadership, will be discussed and evaluated during this course. It is my personal belief that leaders do need values and for a person to become an effective leader, they must understand what values are required and how their application brings about the leadership that is so vital in the dynamic climate of the healthcare industry.

Today’s healthcare industry is in a crisis with change being one of the most constant aspects facing its leaders. All students pursuing a livelihood in healthcare will, undoubtedly, find themselves in a leadership position at one time or another. Leadership is not confined to the very top of the organization and you do not have to be an aspiring CEO to study leadership. At all levels someone is in charge. And that person must demonstrate effective leadership if that department, laboratory, unit, clinic, or group is to succeed.

This course will address leadership through a study of the individual and the values that create the basis for all decisions made by leaders. As you learn more about this inexact science of leadership, you will have an opportunity to see yourself through your own eyes and to realize how others see you. I trust it will challenge you to further pursue your own ideas on leadership.

The online health care administration degree prepares health care managers for leadership roles in organizations that deliver, regulate or provide health care services. This course directly supports that purpose through its study and exploration of the
values, conditions, and organizational factors that a healthcare manager needs to have and to understand in order to lead effectively.

Further, in this course you will explore many of the core values that are an integral part of the mission of the College. For example, values such as respect, stewardship, ethics, integrity, trust, cooperation, and commitment are just some of the topics addressed in various chapters of the texts and units in this course.

COURSE OBJECTIVES

Upon completion of this course, you should be able to do the following:

1. Understand the current environment and situations in the healthcare industry that challenge leaders, realize why values are so important, investigate senior leader contributions, and evaluate your senior leadership.

2. Explore and discuss the key values that are so vital in creating leader effectiveness, the need for courage in implementing change, and evaluating your own leadership skills.

3. Understand the contributions of teams, how values play an important role in teams, and learn to evaluate your team members.

4. Write a fully-developed personal mission statement.

COURSE FORMAT

This is an accelerated five week online course with an additional week in the classroom, providing the opportunity to continue the online dialogue in a group setting. You will acquire the skills outlined in the course objectives through the following:

- Readings from the textbook and other required readings.
- Lecture notes
- Active dialogue with your instructor and fellow learners via the course bulletin board
- Active dialogue and discussion in person with your instructor and classmates.
- Class Participation: You are expected to participate in the online dialogue at a minimum three times per week per discussion question, preferably on non-consecutive days.

COURSE GUIDELINES

It is my expectation that you will read all the required instructor notes, textbook chapters and any websites before responding to any online weekly question and discussion postings. All weekly questions must be responded to and sent to me within
the confines of that week. They will be graded and returned to you upon receipt. Use any of my comments/responses to that question to adjust your answer for the following week’s assignment, if necessary.

All of your discussion postings must be responded to within the confines of that week. You must post your own original thoughts to the weekly question and respond to each other students’ posting.

For the five in-class sessions, you must come prepared by having read any assigned chapters, attend each class and come prepared to participate in any assigned discussion topic.

**PLEASE NOTE:** If life gets in the way of your online classroom responsibilities, you must notify your instructor as soon as you aware that events may occur that may inhibit you from participating at the required level.

**REQUIRED TEXT(s)**


If you have any questions regarding your course materials, please contact your academic advisor and/or our book vendor EdMap. You can reach EdMap by phone 1- (800)-274-9104 or website at [http://www.edmapbookstore.com/storefront/index/STJSP](http://www.edmapbookstore.com/storefront/index/STJSP)

**CLASS SCHEDULE**

**Week 1 – Online**

Topic: Leadership, Management and Effectiveness

Required Readings: Read Baum: Chapters 1 & 11 and Dye: Chapters 1 & 2.

Assignments: Answer assigned question and respond to discussion question online and come to class prepared to discuss the two assigned topics.

**Week 2 – Day 1 On campus**

Topic: Necessity and Philosophy of Leadership
Required Readings: Read Baum: Chapter 2 and Dye: Chapter 4.

Assignments: Discuss two topics from week 1. Handout on Leader Challenges and leader experience for in-class discussion on day 2.

**Week 2 – Day 2 On campus**

Topic: Leadership Challenges

Required Readings: Read Baum: Chapter 3 and Dye: Chapter 3.

Assignments: Discuss handouts from 7/16. Handout on Evaluating Leadership.

**Week 2 – Day 3 On campus**

Topic: Assessing Healthcare Leadership

Required Readings: Read Baum: Chapter 5 and Dye: Chapter 18.

Assignments: Discuss handout from 7/17. Handouts on Values of a leader and What constitutes a good leader.

**Week 2 – Day 4 On campus**

Topic: Values, Integrity and Ethics

Required Readings: Read Baum: Chapter 4 and Dye: Chapter 5.

Assignments: Discuss handouts from 7/18. Handouts on Self Evaluation and Emotional Intelligence.

**Week 2 – Day 5 On campus**

Topic: People Skills, Emotional Intelligence and Self Evaluation

Required Readings: Read Baum: Chapter 6 & Dye: Chapters 10 and 17 (pages 210-219)

Assignments: Discuss handouts from 7/19.

**Week 3 – Online**

Topic: Leadership Values and Change
Required Readings: Read Baum: Chapters 8 & 9 and Dye: Chapters 6 – 9 and Instructor Notes.

Assignments: Answer assigned question and respond to discussion board question.

Week 4 – Online

Topic: Teams Defined

Required Readings: Read Baum: Chapter 7 & Dye: Chapters 11 – 14 and Instructor Notes.

Assignments: Answer assigned question and respond to discussion board question.

Week 5 – Online

Topic: Evaluation of Teams

Required Readings: Read Baum: Chapters 10 – 11 & Dye: Chapters 15 – 16 and Instructor Notes.

Assignments: Answer assigned question and respond to discussion board question.

Week 6 – Online

Topic: Personal Mission Statement

Required Readings: Read all assigned websites and Dye: Chapter 17 (pages 205-210)

Assignments: Write Personal Mission Statement.

COURSE POLICIES AND PROCEDURES

Current information regarding College policies affecting your course can be found on the Resources/Policy section of the course homepage. On this page, you will find vital information, including the following:

- Current Student Handbook, outlining course-specific policies
- Access to support resources, including advising and online tutorial services
- Student Success Guides
SUBMITTING ASSIGNMENTS

Assignments should be submitted via the Assignment Submission Form on your ANGEL course site.

EVALUATION

- Online Questions and Discussion Postings (10% weekly) ................. 50%
- Class Attendance/Participation ..............................................................25%
- Final Project .............................................................................................25%
YOUR INSTRUCTOR

My name is Laurence F. Messner. I have both a bachelor's and master's degree in Business Administration from Syracuse University, New York, with a major in Personnel Management and an Applied Associate Degree in business from the State University of New York.

My work experience runs the gamut from managing a golf course, working on Wall Street for Merrill, Lynch, Pierce, Fenner and Smith, Inc., to spending 24 years in the Air Force. While in the Air Force, I worked my way up from an enlisted personnel clerk to being commissioned an officer, and, retiring in 1989 as a Lieutenant Colonel and the Director of Personnel at a large Air Force base. In my last Air Force job, I supervised approximately 300 people, through a chain of command, and I was responsible for all personnel programs affecting more than 10,000 people.

I have taught continuously since 1977 in traditional classroom settings at both the graduate and undergraduate levels for Troy State University, Alabama; Boston University, New School for Social Research, New York; Northern Essex Community College, Massachusetts, and, since 1990, Saint Joseph's College of Maine. At Saint Joseph’s College I have taught for the Graduate and Professional Studies Division through its distant education program, in the classroom for Summer Residency, at Saint Matthew's University, School of Medicine in Ambergris Caye, Belize, Central America and for Kigezi University in Cambridge, United Kingdom.

Additionally, I have both taken and taught many leadership courses, including developing and teaching the highly acclaimed U.S. Air Force Command and Leadership Course for Air Force Officers in Washington, D.C. and, more importantly, been an interested observer and active participant in life where I experienced leadership at the highest levels of our government and the corporate and academic world. I have earned three of Saint Joseph’s most coveted teaching awards: the "Outstanding Faculty Award" for the Master in Health Services Administration Program in 1998 and again in 2007 and the "Outstanding Dean’s Award" in 2004. I have developed this healthcare leadership course to instill in you some basic concepts for leadership that will serve as a springboard for developing and enhancing your own leadership style as you advance up the career and corporate ladder.

I look forward to our association and wish you well, both in this course and your pursuit of an education. Please feel free to contact me via e-mail at lmessner@sjcme.edu
HOW DO I ACCESS DISABILITIES SERVICES?

Anyone who would like information or needs access to accommodations or services related to disabilities should contact the college's Accommodations Office. Please contact your Academic Advisor or refer to the Student Handbook for more information.

This course was developed by Saint Joseph’s College of Maine for the exclusive use of students enrolled in the College’s Division of Graduate and Professional Studies.

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