

UCLA SCHOOL OF PUBLIC HEALTH

Winter 2005

Health Services 234: Organization and Management Theory

Instructor: Paul R. Torrens, MD,MPH

Days: Tuesday/Thursday

Time: 12:00 Noon - 2:00 PM

Place: Room 41-268, CHS

Background

This is the first of several core courses in management in this Department and as such, it serves as an introduction to many of the ideas and issues that will be presented in more detail later in students' courses of study. It also presents a number of basic ideas, concepts, and insights that are necessary before later materials can even be approached. In this sense, this course is important in its own rights and is also important as a foundation for future courses in management.

The overall learning objective for this class is to provide the student with important information and understanding about several important aspects of management and organizations:

- a) an introduction to the ideas of strategic management for organizations (that is, the idea that the organization should have a clear sense of where it wants to go and that the manager has a clear plan of how to get it there);
- b) application of ideas of strategic management for organizations to the way in which individual managers attempt to direct their own careers and personal activities (that is, individual managers should manage their own personal/professional activities in the same intentional planned way that a good management team should do for the organization as a whole);
- c) an introduction to the activities and practices of management so that students understand the range of options/actions that are open to them as managers. This course will give students a method for analyzing managerial work so that in the

future, they can assemble/disassemble an individual management job/position/task, examine it, and possibly remake it to accomplish different things;

- d) an introduction to some of the basic ideas of organizations and how they function. As with the introduction to the activities and practices of management and managers, the purpose here is to provide students with an understanding of organizations, as well as a set of methods for analyzing organizations from different points of view/perspectives. Hopefully, the end results are both a set of concepts and principles about organizations as well as a set of analytical tools for assessing those organizations in practice.

### Methods of the Course

The methods for this course will include formal class presentations, classroom exercises, assigned readings, and several out-of-class projects. The formal classroom presentations will be of the usual didactic type, with frequent guest lecturers from the field of management practice. The out-of-class projects will include interviews with health care managers to document what they do and how they do it; the out-of-class projects will also include an analysis of an individual organization to better understand organizational form and function, but also to learn methods for surveying, analyzing, and understanding organizations.

When students have completed this course, they will have a fundamental understanding of the following, at a minimum.

- how a particular management job/position/task takes shape;
- the management process in health services organizations;
- the roles and functions of the manager;
- the relationship between personal styles of the manager and success in the management process;
- organizations and their defining characteristics
- different ways of looking at and analyzing organizations;
- the interactions between managers and organizations;
- the process for developing a personal management strategy.

### Required Texts

There will be one required text for the course: Health Care Management: Organizational Design and Behavior, (4<sup>th</sup> Edition), by Stephen Shortell and Arnold Kaluzny. There will be additional background materials provided by the instructor for individual class sessions or assignments.

### Grades for the Course

The student grades for this course will be drawn equally from three areas: (a) full attendance at class and participation in all lectures, discussions, and classroom exercises; (b) structured interviews with three managers; (c) analysis of an organization, using one or more of the analytical frameworks presented in the class.

With regards to participation in lectures and discussions, each student will be expected to attend all lectures and discussion session unless prior arrangement has been made for an approach absence. Attendance will be taken at each session, in accordance with a specific request made by students in previous classes. Students will be expected to come prepared to participate fully in the class discussion and should expect to be called upon to review the background readings for that day's class.

With regards to the managerial interviews, each student will be expected to carry out three interviews with managers at different levels in a health care organization; students should also be prepared to discuss their preliminary findings during the appropriate class sessions. The student will be expected to write up each of the interviews and will be expected to provide a summary paper covering the interviews that can be distributed to other students. More detailed guidance on the interviews will be provided in class.

With regards to the organizational analysis, each student will conduct an analysis of a healthcare organization, using one or more of the frameworks provided in class. In this analysis, the student will be expected to learn about certain aspects of the organization itself and also to learn about methods of analyzing organizations in general. The summary report of the analysis should include commentary on both aspects of the assignment. Students should be prepared to discuss the results of their organizational analysis during the appropriate class session.

### Contact with the Instructor

Any student wishing to discuss any aspect of the class or any aspect of their professional development and future, should contact Ms. Terry Laughlin at (310)(206-3435) or Room 31-299 in the School of Public Health; usually, appointments can be made within a week of request, but if there is an urgent situation, let Ms. Laughlin know and appointments

will be expedited. The instructor's e-mail is: torrens@ucla.edu; his FAX number is: (310) (206-4722).

Tentative Schedule of Class Sessions

Date	Subject	Reading
1/6/05	Introduction to the Course Development of a Personal Management Strategy How a Management Job Takes Shapes	Chapter I
1/11/05	Analyzing Managerial Work: Managerial Roles	Chapter 2
1/13/05	Analyzing Managerial Work: Managerial Skills and Competencies	Chapter 5
1/18/05	Analyzing Managerial Work: Managerial Tasks	Chapter 3
1/20/05	(GUEST SPEAKERS)	
1/25/05	Analyzing Managerial Work: Managerial Goals and Objectives	Chapter 14
1/27/05	Analyzing Managerial Work: Managerial Styles	Chapter 4
2/1/05	(GUEST SPEAKERS)	
2/3/05	The Interaction Between Personal Characteristics and Management Activities (Guest speaker)	Chapter 8
2/8/05	The Interaction Between Personal Characteristics and Organizations (Guest speaker)	Chapter 6
2/10/05	The Interaction Between Personal Characteristics and Job/Life Satisfaction	
2/15/05	Analyzing Organizations	Chapter 9
2/17/05	Analyzing Organizations	Chapter 7
2/22/05	Analyzing Organizations	Chapter 10
2/24/05	(GUEST SPEAKERS)	Chapter 13

Tentative Schedule of Class Sessions (cont.)

3/1/05	Analyzing Organizations	Chapter 12
3/3/05	Analyzing Organizations	Chapter 11
3/8/05	(Open Session: Student Choice)	Chapter 15
3/10/05	Student Presentations ( Management Interviews)	
3/15/05	Student Presentations (Organizational Analysis)	