

UCLA SCHOOL OF PUBLIC HEALTH

MPH for Health Professionals Program
(An Executive Program in Health Services Management)

Health Services 234: Organization and Management Theory
Fall 2002

Instructors: Paul R. Torrens, MD, MPH
Brenda Freshman, MA, MS, PhD

Days/Time: Saturdays, 1:00PM - 5:00PM

Place: Room 41-268 CHS, School of Public Health

BACKGROUND

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

The overall learning objective for the 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 and concepts of strategic management for organizations (that is, that the organization has a clear sense of where it wants to go and that the manager has a clear plan to try to get it there);
- b) application of the ideas of strategic management for organizations to the way in which individual managers attempt to direct their own careers and personal activities; that is, it is our belief that the individual manager should manage his/her own personal/professional activities in the same intentional, planned kind of way that a good organization/management would do for organizations as a whole. The product of this approach will eventually be a process for the development of personal management strategies for the students in the class;
- c) an introduction to the activities and practices of management and managers, so that students have a strong understanding of the range of options for actions and processes as a manager. This portion of the course will also give students a method for analyzing managerial work so that in the future they can disassemble an individual management job/position, examine it, and possibly recraft 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 both provide the student with understandings of organizations and their operations, as well as a method of analyzing organizations in a structured process. The end results are both a set of

concepts and principles as well as a set of skills for carrying out analytic assessments of organizations.

- e) A major portion of the class (almost half the classroom time) will be devoted to presentations and surveys that allow each student to understand himself/herself, as well as to develop an understanding the interaction between the way a person behaves and the impact on others. In this portion of course, students will focus on the examination of their own attributes and characteristics, as well as a broader understanding of the role that individual personality and styles play in successful management. At the completion of this part of the course, the student will both have material that is usual in the development his/her own management style, as well as information about the interaction of people in organizations in general.

METHODS OF THE COURSE

The course will actually be divided into two basic sections, one of which will focus on management and organizations, and one of which will focus on the individual student's personal style of activity. The first section (on management and organizations) will be coordinated by Dr. Torrens and will be carried out from 1:00PM to 3:00PM. The second session (on personal styles and behaviors) will be coordinated by Dr. Freshman and will be carried out from 3:00PM to 5:00PM. The remainder of this course syllabus will deal with the first area of content (management and organizations) to be presented by Dr. Torrens; a separate detailed set of instructions and background will be presented by Ms. Freshman and will deal with the material that she will be presenting in her portion of the course.

With regards to the first section of the course (on management and organizations), the methods for this section will include formal class presentations, classroom exercises, assigned readings, and several out-of-class projects. The formal class presentations will be of the usual didactic type, with occasional visiting lecturers supplementing the assigned faculty. The out-of-class projects will include interviews with health care managers to document what they do and how they do it; the projects will also include an individual survey of an individual organization to better understand organizational form and function, but also to learn methods of surveying and analyzing organizations. The managerial interviews should be done by each student separately; the organizational analyses will be done by students working in small teams.

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

- how a particular management job/position takes shape;
- the management process in health service organization;
- 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 defining organizations
- the interactions between managers and organizations;
- the process for developing a personal management strategy.

REQUIRED TEXTS

The required texts for the course are Health Care Management (4th Edition) by Shortell and Kaluzny; and Developing Management Skills (5th Edition) by Whetten and Cameron. These books will be given to you on the first day of class. (Brenda Freshman will also have certain additional readings from the textbooks that she will be using for her part of the class; certain additional reading assignments from her text may be added to the readings from this part of the course.)

GRADES FOR THE COURSE

One half of the grade for this course will come from participation in the section of the course coordinated by Dr. Torrens; one half of the grade will come from participation in the section of the course coordinated by Dr. Brenda Freshman. For Dr. Torrens's portion of the course, his grade will be drawn equally from three areas: (a) full attendance at class, participation in lectures, discussions, and classroom exercises; (b) structured interviews with three managers; (c) analysis of an organization.

With regards to participation in lectures and discussions, each student will be expected to attend all lectures and discussion sections unless prior arrangement has been made for an approved absence. Attendance will be taken at each session (new this year; introduced at the recommendation/request of previous students). Students will also 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 and lead the discussion on the assigned reading.

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 be prepared to discuss 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 interview 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 (working either alone or with other students) will conduct an analysis of a healthcare organization, using one 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.

TENTATIVE SCHEDULE

SEPTEMBER 21, 2002 (SESSION ONE)

Subjects to be covered:

- a) Goals of the course: understanding management; understanding organizations; understanding yourself.
- b) how this course fits into the management core curriculum
- c) The idea of strategic management as a framework for thinking about managerial work;
- d) development of a personal management strategy; applying general organizational strategic management to personal management strategy
- e) how a management job takes shape.

Readings:

Shortell and Kaluzny, Health Services Management, Chapters 1 and 2

Whetten and Cameron, Developing Management Skills, Pages 1-28 and 43-87

OCTOBER 5, 2002 (SESSION TWO)

Subjects to be covered in Session Two and Three: Understanding Management and What Managers Do

- (1) Why should a Manager be able to analyze a managerial job, assignment, situation?
 - (a) to diagnose a management situation;
 - (b) to develop a personal management strategy;
 - (c) to be able to design a new managerial job description/assignment and assign responsibility with confidence;
 - (d) to understand your own personal managerial attributes/characteristics and appraise the "match" between your package of skills and the job's demands
- (2) Models for Understanding Managerial Work
 - (a) managerial roles
 - (b) skills/competencies

(c) processes/functions

(d) tasks/objectives

(e) styles

Readings:

Shortell and Kaluzny, Health Services Management, Chapters 3 and 4
Whetten and Cameron, Pages 155-206

OCTOBER 12, 2002 (SESSION THREE)

Subject to be covered:

Understanding Management and what Managers Do (cont.)

Readings:

Shortell and Kaluzny, Health services Management, Chapters 5 and 14
Whetten and Cameron, Pages 301-344

OCTOBER 26, 2002 (SESSION FOUR)

Subjects to be covered: Understanding Organizations

1) Why Understand Organizations?

2) Models for Understanding Organizations organizational cultures

(a) Organizational cultures

(1) the organization as a series of "flows"

(b) metaphors for organization

(c) academic/intellectual disciplines

(d) organizational life cycles

(e) SWOT analyses

(f) the organization as a series of processes

(g) analyses of organizations in relation to the competitive environment

(h) management consulting analysis of organizations

Readings:

Shortell and Kaluzny, Health services Management, Chapters 6, 7, and 8
Whetten and Cameron, Pages 347-401

NOVEMBER 9, 2002 (SESSION FIVE)

Subject to be covered: Understanding Organizations (cont.)

(continuing review of various models of organization with discussion of analytical approaches)

Readings:

Shortell and Kaluzny, Health Services Management, Chapters 9, 10 and 11
Whetten and Cameron, Pages 405-449

NOVEMBER 23, 2002 (SESSION SIX)

Subjects to be covered:

- (1) Understanding organizations (cont.)
- (2) Development of a Personal Management Strategy

Readings:

Shortell and Kaluzny, Health services Management, Chapters 12 and 13
Whetten and Cameron, Pages 251-301

DECEMBER 14, 2002 (SESSION SEVEN)

Subjects to be covered:

- (a) Student presentation of results of managerial interviews and organizational analyses
- (b) Development of a personal management strategy analyses

Readings:

Shortell and Kaluzny, Health Services Management, Chapter 15

Suggested Guidelines for Interviews with Managers

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In general, you should introduce yourself as a graduate student in the UC LA School of Public Health who is taking a course in health services management. Explain that your class assignment is to interview three managers, in some depth, to obtain a greater understanding of the managerial process in health care. In general, your questions should probably fall into the following four areas:

- (1) The Content of the Manager's Work (i.e. how does the manager spend his/her day; what does he do with his available time and energies; how much control does he/she have over the job and its content; has the management task changed over time, etc.)
- (2) The Manager's Approach to the Management Task (i.e. how does the manager approach his/her work; how does he/she decide what to concentrate on, what to do first, what can wait; what are the things the manager delegates to others and why; how does his/her prior training and personal strengths and weakness fit into the way he/she approaches the job.)
- (3) Improvement of the Manager's Effectiveness (i.e. if this manager could reorganize the present job or restructure it in some way, how would the new job look; what are the things that the manager would change in the organization around him/her that would make his/her work easier, more effective, more productive)
- (4) Training and Preparation for Management (i.e. if the manager were to look back on his/her training and have an opportunity to do it again, what would he do to improve his/her present effectiveness; what would he/she advise new managers to do to prepare themselves better for the management task asked; in his/her present situation, is he/she able to undertake some type of continuing education and improvement, and if so what does he/she do in this regard; if he/she is not able to do that, what would he/she do if they were able to do so.