

**Department of Health Services
UCLA SCHOOL OF PUBLIC HEALTH**

Health Services 234; Health Services Organization and Management Theory

Fall 2002

Instructor : Paul R. Torrens, MD, MPH

Day/Time: Tuesday & Thursday – 12:00noon – 2:00pm

September 26 – December 5, 2002

Background

This course has several purposes: (a) to give students a basic understanding of health care management and organization; (b) to give students a set of insights about how managers affect organizations and vice versa; (c) to give students an analytical capacity to supply to managerial work and organizations; (d) to give students a better understanding of how their own individual styles impact their managerial effectiveness.

Methods of the Course

The methods for this course will include formal class presentations, classroom exercises, assigned readings, out-of-class projects, and student presentations. The formal class presentation will be of the didactic kind, 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 appraisal of an organization in order to better understand organizational form and function.

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

- How a particular management “job” takes shape
- The management process in health services organizations
- The role and functions of the manager
- The relationship between personal styles of the manager and success in the managerial process
- Organizations and their defining characteristics
- Different ways of looking at and defining organizations
- Methods of analyzing organizations
- The interaction between managers and organizations

Required Texts

There is one required text for this course. (1) Health Care Management (4th edition), by S.M. Shortell and A.D. Kaluzny, published by Delmar Publishers, Albany, N.Y.

Grading for the Course

Grading for the course will be assigned on the following basis:

- (a) participation in the lectures, discussions, and classroom exercises, particularly the student presentations.....1/3
- (b) structured interviews with managers.....1/3
- (c) analysis of an organization.....1/3

With regards to participation in the lectures and discussions, each student will be expected to attend all lectures and discussion sessions unless prior arrangement has been made for an approved absence. 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 reading for that day's class and lead the discussion on the assigned readings/

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 and to make a final presentation of their findings in the sessions devoted to student presentations. The student will be expected to write each of the interviews and will be expected to provide a summary paper covering each interview. More detailed guidance on the interviews is provided in a one-page addendum to this syllabus and even more detailed guidelines will be given in class.

With regards to the organizational analysis, each student will conduct an analysis of a healthcare organization, according to the guidelines provided by the instructor in class. In this analysis, the student will be expected to select one or more of the models of analysis presented in the class and apply this model(s) to a health care organization. In this analysis, the student will be expected to learn about certain aspects of organizations 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. The final report should present these thoughts in more detail. Students should be prepared to discuss the results of their organizational analysis during the class sessions set aside for student presentations.

TENTATIVE SCHEDULE OF CLASS SESSIONS
 Health Services 234
 Fall 2002

DATE	SUBJECT	READINGS
9/26/02	Introduction to the Course Development of a personal management strategy How a management job takes shape Importance of organizational and managerial analytical capacity	To be discussed in in class
10/1/02	Analyzing managerial work (1) managerial roles	
10/3/02	Analyzing managerial work (2) managerial skills and competencies (Self-Awareness/ Personal Stress)	
10/8/02	Analyzing managerial Work (2) managerial skills and competencies (Problem solving/Coaching, counseling, and communication)	
10/10/02	Analyzing managerial Work (2) managerial skills and competencies (Gaining Power and influence/Motivating Others)	
10/15/02	Analyzing managerial Work (2) managerial skills and competencies (Managing Conflict/ Empowering and Delegating/Building Effective Teams)	
10/17/02	Analyzing managerial Work (3) managerial processes/functions/tasks	
10/22/02	Analyzing managerial Work (4) Managerial goals and objective	
10/24/02	Guests: "Conversations with Managers about Management	
10/29/02	Analyzing organizations	
10/31/02	TBA	
11/5/02	Analyzing organizations (cont)	

11/7/02	Analyzing organizations (cont)
11/12/02	Analyzing organizations (cont)
11/14/02	Guests: "Conversations with managers about Organizations"
11/19/02	Student Presentations on Managerial Interviews
11/21/02	Student Presentation on Organizational Analysis
11/26/02	TBA
11/28/02	TBA
12/3/02	TBA
12/5/02	TBA