COLLEGE OF HEALTH AND HUMAN SERVICES
California State University, Long Beach
Health Care Administration Program

HCA 312 – Health Personnel Management
Fall 2016 Syllabus

(Subject to Change)

**Instructor:** Nathan Gerard, PhD  
**On Campus:** nathan.gerard@csulb.edu  
**Campus Phone:** 562/985-5364

**Class Number:** 6228 (Section 3)  
**Class Meets:** Wednesdays, 4 – 6:45pm (Room 209 – PH1)

**Office Hours:** Mondays & Wednesdays, 10—11:30am (appointment recommended)

**Office Location:** Office #04 (in front of HHS1)

**Additional Contact Information:**
**HCA Program Administrative Coordinator:** Deby McGill, deby.mcgill@csulb.edu
Tel. 562/985-5694; fax 562/985-5886

1. **Course Description**
The management of human resources in a health care setting. Principles and methods of personnel work such as employee recruitment, selection, retention, training, evaluation, wage and salary administration, and labor management relations.
Letter grade only (A-F). (Lecture)

2. **Teaching/Learning Objectives**
Students who have completed the course should be able to gain a grasp of Human Resources Management functions, become familiar with techniques and tools, and be aware of recent developments that impact the workforce in a healthcare setting (see Appendix for CSULB HCA Competencies).

<table>
<thead>
<tr>
<th>Learning Objective</th>
<th>Domain</th>
<th>Competency</th>
<th>Activity (A1), Assignment (A2) or Assessment (A3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe basic HR management functions of employee recruitment, selection, retention, training, evaluation, wage and salary administration, and labor management relations.</td>
<td>5</td>
<td>C. Human Resource Management</td>
<td>On-line or in-class assignments and exams (A2, A3)</td>
</tr>
<tr>
<td>Apply tools, techniques and resources available to assist HR personnel in their roles.</td>
<td>5</td>
<td>C. Human Resource Management</td>
<td>Weekly Exercises (A1, A2, A3)</td>
</tr>
<tr>
<td>Describe recent developments that impact the workforce in a healthcare setting. Define solutions to challenges.</td>
<td>4</td>
<td>B. Healthcare Personnel</td>
<td>Individual Case Presentation and write up (A1, A2, A3)</td>
</tr>
</tbody>
</table>
3. Required Text
Fundamentals of Human Resources In Healthcare (C)
Author: Fried
ISBN: 9781567933635
Status: Required

4. Other Requirements
E-mail address and Internet access to use the online BeachBoard course software system. If you have trouble with registration, contact the CSULB Technology Help Desk by phone at 562-985-4959 via e-mail at helpdesk@csulb.edu or in-person at the North Campus Center.
Articles and other assignments will be posted on BeachBoard.

5. CLASS SCHEDULE AND ASSIGNMENTS*

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic(s)</th>
<th>Readings</th>
<th>Deliverables</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 24</td>
<td>• Introduction to course</td>
<td>• Chapter 1</td>
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<td></td>
<td></td>
<td>• HRM vs SHRM</td>
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<td>• Weekly Exercise (WE)</td>
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<tr>
<td>2</td>
<td>Aug 31</td>
<td>• SHRM Cont. (What/How/Why?)</td>
<td>• Chapter 1 (Cont.)</td>
<td>ONLINE QUIZ DUE: 8/30</td>
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<td></td>
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<td>• Intro to the Health Care Professional</td>
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<td>• (WE)</td>
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<tr>
<td>3</td>
<td>Sept 7</td>
<td>• The Health Care Professional</td>
<td>• Chapter 2</td>
<td>ONLINE QUIZ DUE: 9/6</td>
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<tr>
<td></td>
<td></td>
<td>• (WE)</td>
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<tr>
<td>4</td>
<td>Sept 14</td>
<td>• The Legal and Ethical Environment</td>
<td>• Chapter 3</td>
<td>ONLINE QUIZ DUE: 9/13</td>
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<td></td>
<td></td>
<td>• (WE)</td>
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<tr>
<td>5</td>
<td>Sept 21</td>
<td>• Job Analysis and Job Design</td>
<td>• Chapter 4</td>
<td>ONLINE QUIZ DUE: 9/20</td>
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<tr>
<td></td>
<td></td>
<td>• Job Descriptions</td>
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<td></td>
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<td>• (WE – Resume/Cover Letter)</td>
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<tr>
<td>6</td>
<td>Sept 28</td>
<td>• Recruitment, Selection, Retention</td>
<td>• Chapter 5</td>
<td>ONLINE QUIZ DUE: 9/27</td>
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<td></td>
<td></td>
<td>• Talent Management</td>
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<td></td>
<td></td>
<td>• (WE)</td>
<td></td>
<td>Job Description Due: 9/28</td>
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<tr>
<td>7</td>
<td>Oct 5</td>
<td>• Organizational Development and Training</td>
<td>• Chapter 6</td>
<td>ONLINE QUIZ DUE: 10/4</td>
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<td></td>
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<td>• (WE)</td>
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<tr>
<td>8</td>
<td>Oct 12</td>
<td><strong>MIDTERM (Chapters 1 – 6)</strong></td>
<td>Study for Midterm exam</td>
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<tr>
<td>Date</td>
<td>Week</td>
<td>Topics</td>
<td>Chapter(s)</td>
<td>Online Quiz Due(s)</td>
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<tr>
<td>Oct 9</td>
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<td>• Performance Management</td>
<td>Chapter 7</td>
<td>10/18</td>
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<td>• (WE)</td>
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<tr>
<td>Oct 10</td>
<td></td>
<td>• Compensation</td>
<td>Chapter 8</td>
<td>10/25</td>
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<td></td>
<td>• (WE)</td>
<td></td>
<td>Interview Q&amp;A Due: 10/26</td>
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<tr>
<td>Nov 11</td>
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<td>• Employee Benefits</td>
<td>Chapter 9</td>
<td>11/1</td>
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<td></td>
<td></td>
<td>• (WE)</td>
<td></td>
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<tr>
<td>Nov 12</td>
<td></td>
<td>• Health, Safety and Preparedness</td>
<td>Chapter 10</td>
<td>11/8</td>
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<td></td>
<td></td>
<td>• (WE)</td>
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<td>Memo to CEO Due: 11/9</td>
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<td>Nov 13</td>
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<td>• Organized Labor</td>
<td>Chapter 11</td>
<td>11/15</td>
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<td></td>
<td></td>
<td>• (WE)</td>
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<tr>
<td>Nov 14</td>
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<td>FALL BREAK</td>
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<tr>
<td>Nov 15</td>
<td></td>
<td>• Trends Affecting the Healthcare Workforce</td>
<td>Chapter 12 &amp; HBR Issue</td>
<td>11/29</td>
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<tr>
<td></td>
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<td>• (WE)</td>
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<tr>
<td>Dec 16</td>
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<td>• Application Case: Presentations</td>
<td>Study for Final exam</td>
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<td>Application Case Two-page essay Due: 12/7</td>
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<td>Dec 17</td>
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<td>FINAL EXAM (CUMULATIVE)</td>
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*Instructor reserves the right to alter or change assignments.* Changes in the syllabus will be announced via email and reflected in an updated syllabus and/or posted on BeachBoard. It is the student’s responsibility to remain updated on course changes.
6. HCA 312 METHODS OF EVALUATION

<table>
<thead>
<tr>
<th>Assignment Description</th>
<th>Pts.</th>
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</thead>
<tbody>
<tr>
<td>Chapter Quizzes (12 x 10 points each)</td>
<td>120</td>
</tr>
<tr>
<td>Weekly Exercises (13 x 10 points each)</td>
<td>130</td>
</tr>
<tr>
<td>Sign-in (16 x 2 point each)</td>
<td>32</td>
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<tr>
<td>Mid Term Exam</td>
<td>30</td>
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<tr>
<td>Final Exam</td>
<td>30</td>
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<tr>
<td>Talent Management Portfolio</td>
<td>80</td>
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<tr>
<td>Health Care Organization Profile (20)</td>
<td></td>
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<tr>
<td>Job Description (20)</td>
<td></td>
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<tr>
<td>Interview Questions and Answers (20)</td>
<td></td>
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<td>Memo to CEO (20)</td>
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<tr>
<td>Application Case</td>
<td>40</td>
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<tr>
<td>Two-page Essay (20)</td>
<td></td>
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<tr>
<td>In Class Presentation (20)</td>
<td></td>
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<tr>
<td><strong>TOTAL GRADED POINTS</strong></td>
<td><strong>462</strong></td>
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</tbody>
</table>

**Grade Thresholds in % of available course points**

A = 90% + (416 points +)  
B = 80% - 89.99% (370 - 415)  
C = 70% - 79.99% (323 – 369)  
D = 60% - 69.99% (277 – 322)  
F = less than 60% of course points (276 or below)

** due to potential changes in assignments, final course grades will be based on the available course points at the end of the semester.

**Chapter Quizzes (12 x 10 pts)** – For each chapter reading assignment there will be an online quiz comprised of 10 multiple choice questions. Quiz submissions are due at 11:59pm the evening before the class session when the reading is assigned. No late quizzes will be accepted.

**Weekly Exercises (13 x 10 pts)** – For the majority of weeks there will be a weekly exercise. Instructions for the exercise will be announced in class and/or posted on BeachBoard. Students are responsible for checking BeachBoard on a weekly basis. Sometimes the weekly exercise will be a team activity, in which case everyone on the team will receive the same score.

**Sign-in (16 x 2 pts)** – You are expected to engage with the material, ask questions, respond with answer and anticipate fully in the class session. 2 pts will be given for your name on the sign-up sheet. This sheet will only be available before class. It will not be available for sign in after 4pm.
Exams (2 x 30 pts) - There will be a mid-term and a final exam (multiple choice/T-F format). The exam questions will come from the readings and class lectures. The mid-term will cover the first 7 weeks of instruction; the final will be cumulative, emphasizing material from weeks 8-15. Students absent for either the mid-term or final exam must provide written third party documentation of unforeseen and unavoidable circumstances in order to be eligible to take a make-up exam. Students who qualify for alternative testing arrangements, please advise the instructor at least 2 weeks prior to the exam. Bring a #2 pencil and Parscore Form 1712 for each exam. The instructor might elect to administer these exams in an on-line format through Beachboard. A decision will be made 2 weeks prior to each exam.

Talent Management Portfolio (4 x 20 pts): For this assignment, students will simulate the role of Director of Talent Management at a healthcare organization of their choosing, and will prepare a number of documents to aid in their understanding of this important role. The documents will include:

1. **1-2 page Healthcare organization profile (20 pts)** selected from the list provided by the instructor that reflects an understanding of the organization. The profile must include:
   - Location and description of organization (e.g., what type of business, how many locations, etc.)
   - Mission statement and values
   - Key management with names and titles (C-Suite)
   - Number of employees
   - Name and contact information of HR Head

2. **Job Description (20 pts)** for your position of Director of Talent Management. In order to write this description, you will need to conduct research on existing talent management positions in the field and cater your job description to the specific healthcare organization you have chosen. The job description must include (1 page total):
   - Job title
   - Responsibilities and their strategic alignment with the organization
   - Salary and benefits
   - Experience and education required (Position must require a BS in Health Care Administration)
   - To whom the position reports in the organization (e.g., HR Head)

3. **Interview Questions & Answers (20 pts)** Provide 6 questions and 6 answers that might be asked of you during a job interview for the Director of Talent Management. Make certain the questions are legally permissible and that they reflect the job description for which you are applying. Also provide 4 questions and 4 answers to “illegal” questions that might be asked (total of 10 questions and 10 answers). All questions and answers should demonstrate your learning in the course. Refer to textbook and lecture notes for guidance.
4. **Memo to CEO (20 pts):** Write a two-page memo to the CEO addressing the following two topics:

- **How you plan to innovate the hiring process:** As Director of Talent Management, what will you do over the next year to attract top talent? (offer 2 ideas)
- **How you plan to innovate the retention process:** As Director of Talent Management, what will you do over the next year to retain top talent? (offer 2 ideas)

In order to effectively complete this Memo, you will need to conduct research on 1) who the CEO is; 2) innovations in hiring and retention in HR; and 3) cater your memo to the specific talent needs of the healthcare organization.

**Application Case (40 pts):** The application case examines a contemporary HR challenge in healthcare. For this semester’s application case, you will read the latest issue of Harvard Business Review (July/Aug 2015) titled, “It’s Time to Blow Up HR and Build Something New.” You will apply your learning from this HBR issue to healthcare. The assignment comprises two parts:

1. **Two-page essay (20 pts):** You will write a 2-page essay that includes three sections:
   - Summarize one HR challenge discussed in the HBR issue and why it is important
   - Discuss how this challenge might manifest in a healthcare setting (you must give a specific example) **NOTE: The is a recommended E-portfolio assignment.**
   - Discuss how a healthcare organization might go about addressing this challenge

2. **Final In-Class Presentation (20 pts):** The essay in Part 1 will provide the content for your in-class presentation. You will be required to present your application case to the class in a 4 minute oral presentation. Your instructor will inform you of the specific time. Grading is based on clarity of presentation, comprehensiveness of research, and relevance to healthcare.

**Extra Credit – Check-in (5 pts):** Each student is encouraged, but not required, to meet individually with the professor at some point in the semester to check in. The meeting is non-evaluative and is intended to help you. Specifically, this is an opportunity to receive mentorship on your academic and career goals, as well as provide feedback to the professor on the course. Please email the professor to schedule a time.

7. **HCA 312 CLASS ATTENDANCE AND PARTICIPATION**

**Attendance:** Class attendance and participation are critical. Unexcused absences will impact a student’s grade as follows:

Each unexcused absence will lose 12 points (2 pts for sign-in, and 10 pts for the weekly assignment). **Excused absences** will not be penalized. Excused absences must conform to University policy. THERE WILL BE NO EXCEPTIONS. Make-up assignments and documentation for excused absences must be turned into the professor within 2 weeks of the absence date. It is the student’s responsibility to provide documentation and meet with the professor to obtain the make-up assignment.
Attendance policy conforms to University policy:
http://www.csulb.edu/divisions/aa/grad_undergrad/senate/documents/policy/2001/01/. students to provide documentation for excused absences.”

Participation: All students are expected to be on time. You should be in your seat and ready to begin when class starts at 4pm. Packing up your things early or leaving before the class is over is disruptive to others around you and to the instructor.

You are expected to have read the assigned readings before the class session, be prepared to comment on the material (including the exercises), and actively participate in class discussions. Lectures will cover highlights of the reading and include supplementary information. If you have trouble understanding what you read or hear, please ask for clarification in class or make an appointment with me to discuss the problem area(s). Disabled students requiring special accommodations, please advise instructor. If the professor feels that students are not preparing for the class, he may ask students to write a summary of the chapter at the end of the class.

8. Cheating And Plagiarism. Please be aware of and ensure that your behavior conforms to University Policy. See:
http://www.csulb.edu/divisions/aa/curriculum_handbook/catalog/05-06/documents/regs.pdf. Although the University catalog does not cover this aspect of plagiarism, please be aware that it is NOT acceptable to submit the same paper for two courses. If you want to write a paper on the same topic area for two different courses, you must submit two different papers. If I discover that you have submitted the same paper for another course, you will receive a failing grade for your paper in this course.

9. Performance Expectations and Deadlines. Assignments are due on the date specified. Late assignments lose 10% of points for each day past the deadline (unless otherwise specified). For some particular assignments NO LATE deliverables will be accepted.

10. Withdrawal policy.  
Per Departmental policy, students who do not attend the first class will be dropped from the course. Again, this is departmental policy due to the high-demand for HCA courses. Per University policy; see:
http://www.csulb.edu/divisions/aa/grad_undergrad/senate/documents/policy/2002/02/. Withdrawal after 2nd week and before the 3rd week is “permissible for serious and compelling reasons;” instructor will evaluate student withdrawal requests on a case-by-case basis.

11. Commitment to Inclusion  
California State University, Long Beach is committed to maintaining an inclusive learning community that values diversity and fosters mutual respect. All students have the right to
participate fully in university programs and activities free from discrimination, harassment, sexual violence, and retaliation. Students who believe they have been subjected to discrimination, harassment, sexual violence, or retaliation on the basis of a protected status such as age, disability, gender, gender identity/expression, sexual orientation, race, color, ethnicity, religion, national origin, veteran/veteran status or any other status protected by law, should contact the Office of Equity and Diversity at (562) 985-8256, University Student Union (USU) Suite 301, http://www.csulb.edu/depts/oed.

12. Additional Readings and Resources

Journal articles:


**Talent Management books and articles:**


General Textbooks:


On-Line Resources:

- **715 things to know about healthcare — all in one place:**


- **International Association for Human Resource Information Management (IHRIM)** [http://www.ihrim.org/](http://www.ihrim.org/)

- **International Public Management Association for Human Resources** [http://www.ipma-hr.org/](http://www.ipma-hr.org/)

- **United States Department of Labor Occupational Safety and Health Administration** [http://www.osha.gov/](http://www.osha.gov/)

- **California Health Line**, a service of California Health Care Foundation, daily Internet news on healthcare in California, [www.chcf.org](http://www.chcf.org)

- **Journal of Science and Health Policy**, [www.scipolicy.net](http://www.scipolicy.net)

- **National Information Center for Health Services Administration**, [www.nichsa.org](http://www.nichsa.org) (web links to American College of Healthcare Executives, American Hospital Association, American Health Information Management Association)

- **American College of Healthcare Executives**, [ache.org](http://ache.org)

- **American Hospital Association**, [aha.org](http://aha.org)

APPENDIX

**CSULB HCA COMPETENCIES** - From ACHE Competencies Assessment Tool, 2010

The Healthcare Leadership Alliance (HLA) Competency Directory is comprised of 297 specific competencies, organized into 5 domains (http://www.healthcareleadershipalliance.org/). CSULB’s Health Care Administration Department has adopted these competencies as the basis for its curriculum, effective 2010. The domains are listed and defined below, with the principal areas included in each domain. HCA graduates are expected to demonstrate competence in aspects of all five domain areas.

**Domain 1 – Communication and Relationship Management.** The ability to communicate clearly and concisely with internal customers, establish and maintain relations, and facilitate constructive interactions with individuals and groups.

A. Relationship Management  
B. Communication Skills  
C. Facilitation and Negotiation

**Domain 2 – Leadership.** The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization’s strategic ends and successful performance. According to the HLA model, leadership intersects with each of the other four domains.

A. Leadership Skills and Behavior  
B. Organizational Climate and Culture  
C. Communicating Vision  
D. Manage Change

**Domain 3 – Professionalism.** The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.

A. Personal and Professional Accountability  
B. Professional Development and Lifelong Learning  
C. Contributions to the Community and Profession

**Domain 4 – Knowledge of the Healthcare Environment.** The understanding of the healthcare system and the environment in which healthcare managers and providers function.

A. Healthcare Systems and Organizations  
B. Healthcare Personnel  
C. The Patient’s Perspective  
D. The Community and the Environment

**Domain 5 – Business Skills and Knowledge.** The ability to apply business principles, including systems thinking, to the healthcare environment.

A. General Management  
B. Financial Management
C. Human Resource Management
D. Organizational Dynamics and Governance
E. Strategic Planning and Marketing
F. Information Management
G. Risk Management
H. Quality Improvement