

UNIVERSITY OF JORDAN

COURSE SYLABAS

Classification:	Family and Community Medicine
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Compliant Catalogue:	
Course Code:	0505703
Course Title:	Health administration
Credit Hours:	3

Class Schedule:	Monday 3:30 – 6:30 pm
Laboratory Schedule:	
Tutorial Schedule:	
Duration:	16 weeks

Course Coordinator:	Dr. Waddah D'emeh Faculty of Nursing Phone: 23142, e-mail: w.demeh@ju.edu.jo
Prepared by:	Dr. Waddah D'emeh
Date of Outline Preparation:	
Date of Last Revision:	2010
Checked by:	
Approved by HoD:	

COURSE OUTLINE

I. Course Description

This course introduces students to management of organizations that deliver health services. It develops an understanding of the management process within the context of the changing types, functions and scope of work of health services organizations. It presents the health services organizations management framework, describes the health services environment, addresses the design and structuring of health services organizations and introduces strategic planning and inter organizational linkages for health services organizations. Students are also exposed to quality improvement and problem solving concepts and to human resources management.

II. Required Background or Experience

Prerequisites by course:

None

Prerequisites by topic:

None

Post-requisites:

None

III. Course Objectives

- Describe the health services environment and their management objectives
- Address the structuring of health services organizations (health service function and organizational design)
- Introduce strategic planning concept, process and major components
- Discuss managerial functions and related issues including management of access
- Introduce management of quality and problem solving concepts

VI. Expected Outcomes

At the end the course of students will be able to:

- Understand the culture of health services organizations(HSO)
- Appreciate the factor that affect the HSO environment
- Develop an organizational structure for an HSO
- Strategically plan for HSOs
- Recruit , retain and appraise staff in HSOs
- Solve problems and set basis for total quality assurance in HSOs

V. Text Book:

Longest, B., Rakich, J., & Darr, K. (2000). *Managing health services organizations and systems*, 4th Edition, Health Professions Press, 2000.

VI. Student Materials

- 1- lectures
- 2- Student presentations and discussions
- 3- Case study analysis

VII. College Facilities

- 1- Classroom with white board and projection facilities
- 2- Data Show

VIII. Course Outline

Tentative Class Schedule
First Semester 2010/2011
Course Coordinator: Dr. Waddah D'emeh

Subject	Date	hours
Orientation to the course & Introduction	20/9/2010	3
The Management Process & Managerial Roles	27/9/2010	3
The Management Process & Managerial Roles	4/10/2010	3
The Health Care Delivery System	11/10/2010	3
Problem Solving and Decision Making	18/10/2010	3
Organization Theory And Concepts	25/10/2010	3
The Hospital Organization	1/11/2010	3
Strategic planning & Marketing	8/11/2010	3
Midterm exam	15/11/2010	3
Productivity and Resources Allocation	22/11/2010	3
Risk management & Quality Control	29/11/2010	3
Motivation and Leadership	6/12/2010	3
Communication	13/12/2010	3
Human Resource Management	20/12/2010	3
Term paper presentations	27/12/2010	3
Term paper presentations	4/1/2011	3
Final exam	TBA	

VIII. Instructional Methods

Lectures, group discussions of previously arranged topics to encourage team work, seminars by individual students to encourage development of skills of self expression.

Teaching tools include transparencies, slides, PowerPoint presentations, handouts and case study analysis.

IX. Evaluation of Outcomes

Final grades will be based upon the following weights. Assignments are described in the sections below.

Assignment	Weight	Due date
I. Midterm Exam	25%	15/11/2010
II. Critical Analysis of leadership and management skill	10%	8/11/2010
III. Organizational Analysis Project and Presentation (2-person team)	15%	26/12/2010
IV. Strategic planning paper	10%	13/12/2010
V. Seminar Presentation	10%	
VI. Final exam	30%	TBA
TOTAL	100%	

II. Critical Analysis of leadership and management skills

Describe a situation from your work experiences that had a significant impact on you in at least three complete paragraphs.

1. First, describe the situation in detail, identifying as objectively as possible what actually occurred.
2. Second, state your judgments, feelings, thoughts, and appraisal of the situation and how you dealt with it. **Analyze, evaluate, and relate your experiences to theory class content.**
3. Finally, briefly state your overall conclusions about how the situation was handled: What aspects did you/others deal with appropriately? What aspects of the situation could you/others have dealt with differently?

Remember to: analyze, evaluate, and relate your experiences to theory class content.

III. Organizational Analysis Project and Presentation:

Each student will participate in a team research project. With your teammate, select a health care organization to be studied. Complete an organizational assessment. What in the organization is working well? What needs improvement? How are productivity, group cohesion, and job satisfaction influenced? Describe and diagnosis the causes of a particular problem or set of problems, using insights from the materials we have covered. Make specific recommendations for change and present a course of action with a time line. The project is an opportunity to confront the complexity involved in applying concepts and principles to concrete experience by designing and implementing change. It is impossible to apply all of the material covered in the course to one organizational analysis. As a result, each team will use the major concepts of leadership and organizational structure, and select an additional three concepts, like team development, conflict management, or total quality management.

While the texts are good sources of secondary information, both the business and health care literature must be incorporated.

Your report, typed, double-spaced, 15-20 pages long is due on December 26, 2010. In addition, the group will present their findings and recommendations in a 20 minute presentation starting December 26, 2010. Use of visual aids is mandatory. The paper is 10% of the grade, and the presentation is 5%.

IV. Strategic Planning Paper

Your task is to develop a strategic plan for the unit of, or for a small health care organization. This can be a real organization or one you dream up. Whatever you choose, it must be reasonably realistic.

Examine the following issues:

- What is the organization's mission? Who does it actually serve? What is current performance?
- Develop three measurable objectives for next year's performance for the unit and a rationale for these objectives.
- Develop a strategy to achieve each objective and a rationale for the strategy.
- Describe obstacles to implementing the strategies and what you recommend to overcome the obstacles.
- Prepare a 2 page annotated bibliography (8 to 10 references) that applies to your findings and recommendations. Focus on studies in which evidence is analyzed rather than on opinion pieces. You may consult the general management as well as the health care management literature. Specify what the reading is about and why it is or is not useful how to the manager.

The paper should be 8-10 pages (double-spaced), with appendices, as appropriate.

Grading Criteria (Written Assignments)

Each paper will be scored, considering the following template, from 1 to 3 on four criteria (3 = excellent, 2 = acceptable, 1 = not acceptable)

Organizational Analysis Project

- 25% Valid and reliable account of existing organization's performance and specification of what, if any, assumptions this account is based upon.
- 25% Valid and reliable account of the organization's current control system (objectives, information, incentives and governance) based on what evidence.
- 25% Recommendations to improve the organization's system so that unit performance is improved with rationale for the logic and feasibility of the recommendations.
- 25% Account of opportunities and constraints faced by the organization's manager in implementing the consultant's recommendations to include how the constraints will be overcome and opportunities grasped.

Strategic Planning Paper

- 25% Description of forces causing change in the unit's performance and/or processes.
- 25% Selection of measurable objectives for the next 12 months with rationale for the choice recommended.
- 25% Evidence underlying the selection of objectives with rationale for hoped-for success (why the strategy succeeds).
- 25% Opportunities and constraints faced by managers in implementing your recommendations and description of how the manager can overcome constraints and grasp opportunities.

