School of Management and Labor Relations
Professor Sidney Seligman, sidney.seligman@rutgers.edu, 201-452-8499
HRM: 38:533:611:90 Index: 19504 Online Asynchronous

Welcome!

Human Resources Management in Healthcare will introduce you to the management of staff in the nation's largest and fastest growing industry. We will begin with a primer on healthcare. We will then move to topics in the text. Lectures will both explicate and critique the text.

If you are a student in SMLR, the course will introduce you to a field where opportunities continue to grow. If you are a Bloustein student, the course will offer you a set of competencies necessary to operate in the labor-intensive world of healthcare.

While we operate in a virtual, asynchronous space, I am always here for you. If you need me, you can call, email, text, etc. We will get together and work through any issue.

Prior to starting your learning activities, be sure to complete the Canvas Tutorials in the Course Tools Tutorials module.

Proceed to the Syllabus

Sid Seligman

Course Description

Human resource management in the healthcare setting shares common features with HRM in any organization. However, healthcare organizations have a unique history of approaches to HRM. Healthcare organizations are closely regulated entities. Many healthcare professions are also closely regulated. They are often subject to licensure and/or certification as a basis of entry. Healthcare provider organizations include for-profit and non-profit companies that often compete against each other. Healthcare provider organizations are often composed of organized staffs that include independent healthcare practitioners. Also, healthcare is one of the few industries that makes a significant use of volunteers.

With the advent of the Affordable Care Act the healthcare industry has seen significant consolidation as well as the growth of providers as insurance risk takers. Healthcare providers have taken on new initiatives to improve quality and reduce costs. Despite the law, American healthcare costs are the highest in the world. At the same time, American clinical outcomes place us 37th in the world (just below Costa Rica and just above Slovenia) according to the World Health Organization. An efficient and effective use of human resources is critical improving the American healthcare system's outcomes for clinical quality, patient satisfaction and cost.

The syllabus components are hyperlinks to the relevant content. Click on the hyperlinks (highlighted in blue) to review/read the content. Be sure to read each section of the syllabus components. If you are new to Canvas, please review the tutorials under [Course Tools Tutorials.](#)

Contacting your Instructor

If you have questions related to the course content (assignments, projects, discussions), post your questions to the discussion forum with a Subject Line related to your question. The instructor will respond within two days. However, your classmates may also be able to answer your question sooner than the instructor could.

If your inquiry is of a personal/private nature, including scheduling a one-on-one session with the instructor, please email the instructor via the **Canvas Inbox** feature (left side navigation bar, red area). Review Canvas tutorials under the [Course Tools Tutorials.](#) Always email through the **Canvas Inbox** feature.

Note: Please do not use your personal email account for any Rutgers and course-related correspondence. Messages sent to and from your personal (non-Rutgers email account) may end up in a Spam folder, or get hacked in cyberspace, consequently delaying response to your inquiry. Furthermore, if your personal email account provider's server goes down or you encounter technical problems, Rutgers IT HelpDesk will not be able to help you. More importantly, it is the [University's policy (Links to an external site.)Links to an external site.](#) that you do not use your personal email for Rutgers related correspondence.

Virtual Office Hours (via Canvas Conferences)

I am always available to you. If you have a concern, you need not wait. You may email, text or call me with your issue. I will get back to you as quickly as I can.

My contact information

Professor Sidney Seligman, sidney.seligman@smlr.rutgers.edu, 201-452-8499

Course Materials

Textbook:

- Fried, Bruce J. and Fottler, Myron (eds.) (2018) Fundamentals of Human Resources in Healthcare. 2nd Edition. Chicago: Health Administration Press.

Other readings will be posted on Canvas from time to time. Make sure you check Canvas for emails relevant to this class.

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The course relies on a base of psychology, management, and economics.

SMLR Learning Objectives

This course is designed to help you attain the following SMLR learning objectives:

Understanding Context

- Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

Application

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance
- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work

- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

Course Specific Learning Objectives

Upon completion of this course you should understand:

1. The nature of the healthcare industry and healthcare providers
2. Unique characteristics of healthcare organizations and employees
3. Laws governing healthcare organizations and employees
4. Designing and analyzing healthcare jobs
5. Staffing the healthcare organization
6. Managing healthcare employee performance
7. Motivating and rewarding healthcare workers
8. Managing human capital in the healthcare organization
9. Healthcare organizations and employee relations

Method of Instruction

This course is delivered entirely online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. The course is delivered in asynchronous mode. This means the learning activities and communication takes place outside of real-time. There are no live presentations or live lectures. However, there may be times when the instructor conducts a live chat session to address questions. In that case, you will be notified in advance so you can schedule the time.

Course Process

The class is divided into 15 modules, 15 weeks. There is an introductory module on the healthcare provider industry followed by 12 chapters in the textbook. Module 8 is the Mid-Term exam, and Module 15 is the Final exam. Each course module will include a lecture and a problem for students to analyze in the form of Discussion forums. There will be a mid-term examination and a final examination. You are also required to complete a term paper. Your grade will be composed of your achievement on the problems (Discussion forum), exams and term paper.

There is a specific purpose to each piece of the grading. The exams are drawn from the text. Your grasp of the basic information on human resources in healthcare found in the text is assessed through the tests. The Discussions are designed to evoke your understanding of the *application* of the information in the text and lectures in problems that healthcare human resources leaders face regularly. The term paper is used to extend your understanding beyond the four corners of the course material. It will enable you to become expert in a specific area of human resources in the healthcare arena.

Student Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, you are still expected to adhere to the all due dates.

You are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Problem Solving/Discussion Forum
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates

In case of computer failure

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). Additionally, be sure to back up your important documents and assignments on a flash drive or other external device.

Computer, Software/Apps/Accessories Requirements

- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- Refer to the Basic Computer Specifications for CanvasLinks to an external site.

Technical Support

Technical Support

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Visit the [Canvas Student TutorialLinks to an external site.](#)Contact [Rutgers IT Help DeskLinks to an external site.](#) 877-361-1134, accessible 24 hours a day, 7 days a week.
- Visit the [Rutgers Canvas Student orientation](#)

Class Schedule and Topics

- [Week 1 (January 19 - 24) - The Current Healthcare Arena](#)
- [Week 2 (January 25 - 31) - Strategic Human Resources](#)
- [Week 3 (February 1 - 7) - The Healthcare Professional](#)
- [Week 4 (February 8 - 14) - The Legal and Ethical Environment](#)
- [Week 5 (February 15 - 21) - Job Analysis and Job Design](#)
- [Week 6 (February 22 - 28) - Recruitment, Selection and Retention](#)
- [Week 7 (March 1 - 7) - Organizational Development and Learning](#)
- [Week 8 (March 8 - 14) - Mid-Term Examination](#)
- [Week 9 (March 22 - 28) - Performance Management](#)
- [Week 10 (March 29 - April 4) - Compensation](#)
- [Week 11 (April 5 - 11) - Employee Benefits](#)
- [Week 12 (April 12 - 18) - Organized Labor](#)
- [Week 13 (April 19 - 25) Diversity and Inclusion](#)
- [Week 14 (April 26 - May 2) - Aligning Quality Improvement With HR Practice](#)
- [Week 15 (May 6 - 8) - Final Examination](#)

. Examinations

- There will be two non-cumulative examinations as noted on the course schedule. Each exam will cover approximately one-half of the course material. The first examination, the Mid-Term will cover the Introduction, Chapter 1-6 of the text and additional readings. The final examination will cover the remainder of the text and additional readings. Each examination will be worth 25% of the course grade. Each exam will consist of 50 multiple choice questions. On each exam, you will receive .5 grade point for each correct answer.

- Examinations are conducted with proctoring software. <u>Please review the Syllabus section on Proctortrack and complete the Proctotrack requirements for testing well in advance of the mid-term.</u>

Respondus exam monitoring

- We will be using Respondus Lockdown Browser and Monitor to monitor your two exams in this course.   You will practice the use of the online exam proctoring when you take the practice questions prior to the mid-term. You will need to (1) take a picture of yourself using the webcam on the computer you use to take the exam, (2) show the software your student ID with your photo and (3) show the proctoring software the immediate environment around your computer.

TurnItIn Statement

- Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com (directly or via learning management system, i.e. Sakai, Blackboard, Canvas, Moodle) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.

- Students who do not agree should contact me immediately.

Term Paper

Each student will be required to compose an analytic paper of roughly **ten pages** on an approved topic. ***Topics are to be subtopics found in each weekly unit. The topics must analyze an HRM issue as it applies to the healthcare industry.***

Topics must be approved no later than **February 19**. Each student's topic will be unique to that student. With that in mind, the earlier one selects a topic, the more likely one will get the topic of one's choice. If the topic is disapproved, a new topic must be submitted within 48 hours. If the second topic is not approved, a topic will be assigned. If a student fails to submit a topic, a topic will be assigned.

The most common reasons a topic is rejected:

1. topic does not subsume both human resources and healthcare.
2. topic is too general; it is not a subtopic of one of the weekly topics.

The paper must be submitted **by April 14**. There will be deductions for lateness.

Students should develop a thesis for their paper. The thesis should be supported by facts acquired in research. Students should use sources that are appropriate for academic research.

You may use any style manual so long as you use it consistently.

Discussion Guidelines

Each week (with the exception of the first week and the week of the mid-term exam) a discussion question will be posted. The question will be available as of midnight on Sunday morning. By midnight on Thursday morning, post a response to the question. The response should be a page to a page and a half long. From Thursday morning until midnight on Sunday morning, post a critique to two of the responses from your classmates. Each response is worth a point. The two critiques are worth a point. Each week's discussion is therefore worth two points.

Grading

Grades will consist of the following components:

Grading Component	% o
Examination 1	
Examination 2	
Term Paper	
Participation in Discussion Forums	

Special Needs Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation ((Links to an external site.)Links to an external site.https://ods.rutgers.edu/students/documentation-guidelines (Links to an external site.)Links to an external site. (Links to an external site.)Links to an external site.). If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS (Links to an external site.)Links to an external site.https://ods.rutgers.edu/students/registration-form (Links to an external site.)Links to an external site.website.

Below is the full contact information for the office of disability services:

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/ Links to an external site.

Rutgers Student Support Services

Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the University Academic SupportLinks to an external site. page.

Rutgers Learning Centers

General academic support services are offered to all Rutgers students through the Rutgers Learning CentersLinks to an external site.. These services are free-of-charge to Rutgers students and include:

Academic Support

- Peer Tutoring is available in two forms. Walk-in group tutoring is available on all campuses and one-on-one tutoring is available through our partnership with the SAS Honors Program.
- Academic Coaching (Links to an external site.) is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.
- Writing Coaching supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring

paragraphs, and developing an argument.
- [Study Group](#) leaders review course material with students and integrate study strategies—note taking, problem solving, and test preparation—that link course content with cognitive skill development.
- [Reserved Course Materials (Links to an external site.)](#)such as equipment, demonstrations, and videos are available at the MSLC.

Professional Development Opportunities for Students

- [Employment OpportunitiesLinks to an external site.](#) offer students professional development, leadership experience, and flexible hours.
- [Peer Leader Training](#) is available to University programs upon request and addresses leadership & communication skills, group management techniques, content training, and more.
- [Peer Instructor Education](#)is a 3 credit, 300 level pedagogy course we provide to train peer leaders.

You can [schedule an appointment Links to an external site.](#)online for one-on-one assistance.

Writing Centers

Rutgers also has a [Writing Center (Links to an external site.)](#) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

Library

- SMLR Librarian - Julie Peters, jpeters@smlr.rutgers.edu.

- [Rutgers University LibrariesLinks to an external site.](#) offer many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.

For example, you can

- Find [articlesLinks to an external site.](#) in a large collection of indexes and databases and [books or mediaLinks to an external site.](#) from a variety of cagalogs.
- View a wide variety of general and subject-specific [library guidesLinks to an external site.](#)
- Get [HelpLinks to an external site.](#) from a librarian via email, phone, or live chat.

Access: Rutgers Libraries [Indexes and DatabasesLinks to an external site.](#) are subscription resources, available to Rutgers students, faculty, and staff only. Please note that if you need to access these resources from off-campus, you will need to [log-in Links to an external site.](#)using your Rutgers NetID and password.

Disability Services

All Students

Rutgers University welcomes students with disabilities into all of the University's educational programs, and the [Rutgers Office of Disability Services Links to an external site.](#)offers a wide array of services.
In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a [registration formLinks to an external site.](#), participate in an intake interview with an ODS-assigned coordinator, and provide [documentationLinks to an external site.](#).

If the documentation supports your request for accommodations, your campus' disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible, to ensure that your needs can be met in a timely manner.

Student Affairs

The [Office of the Dean of Students (Links to an external site.)](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Campus Specific Offices

[Rutgers-New Brunswick ODSLinks to an external site.](#)

The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145
Livingston Campus
54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

[Rutgers-Camden ODSLinks to an external site.](#)

The Rutgers-Camden office can be contacted at:

Tim Pure
Coordinator of Disability Services, Rutgers-Camden
Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

[Rutgers-Newark](#)

The Rutgers-Newark office can be contacted at:

Kate Torres
Coordinator of ADA Services and Academic Support
Robeson Campus Center, Suite 352
350 Martin Luther King Jr. Boulevard
Newark, NJ 07102
Phone: 973.353.5300
Fax: 973.353.5666
E-mail: kate.torres@rutgers.edu

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the [ODS Contact Links to an external site.](#)page.

Technology

Help and Resources

[Canvas Student GuideLinks to an external site.](#). This guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.

Students having difficulty using a course tool should contact the **Online Learning Help Desk**at 877.361-1134 or help@canvas.rutgers.edu 24/7/365; please contact the Help Desk before contacting your course instructor to resolve Canvas technical issues.

[Canvas Technical RequirementsLinks to an external site.](#). This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

Accessibility

The accessibility statements for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- [Canvas accessibility statementLinks to an external site.](#)
- [BigBlueButton accessibility statementLinks to an external site.](#)
- [Adobe accessibility statementLinks to an external site.](#)
- [YouTube accessibility guidesLinks to an external site.](#)
- [Google Docs accessibility guidesLinks to an external site.](#)
- [VoiceThread accessibility statement and white paperLinks to an external site.](#)
- [Kaltura accessibility statementLinks to an external site.](#)
- [Proctortrack accessibility statementLinks to an external site.](#)

- [Turnitin accessibility statementLinks to an external site.](#)
- [Campus Pack accessibility statement](#)
- [Piazza accessibility statementLinks to an external site.](#)
- [EvaluationKit accessibility statement](#)
- [Ebsco accessibility statementLinks to an external site.](#)
- [Barnes & Noble accessibility statement Links to an external site.](#)
- [Cengage accessibility statementLinks to an external site.](#)
- [Pearson accessibility statementLinks to an external site.](#)
- [McGraw-Hill accessibility statementLinks to an external site.](#)
- [Wiley accessibility statementLinks to an external site.](#)
  - [Wiley Plus accessibility statementLinks to an external site.](#)

Privacy

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- [Canvas privacy policyLinks to an external site.](#)
- [BigBlueButton privacy policyLinks to an external site.](#)
- [Adobe privacy policyLinks to an external site.](#)
- [YouTube privacy policyLinks to an external site.](#)
- [Google Docs privacy policyLinks to an external site.](#)
- [VoiceThread privacy policyLinks to an external site.](#)
- [Kaltura privacy policyLinks to an external site.](#)
- [Proctortrack privacy policyLinks to an external site.](#)

- [Turnitin privacy policyLinks to an external site.](#)
- [Campus Pack privacy policyLinks to an external site.](#)
- [Piazza privacy policyLinks to an external site.](#)
- [EvaluationKit privacy policyLinks to an external site.](#)
- [Ebsco privacy policyLinks to an external site.](#)
- [Barnes & Noble privacy policyLinks to an external site.](#)
- [Cengage privacy policyLinks to an external site.](#)
- [Pearson privacy policyLinks to an external site.](#)
- [McGraw-Hill privacy policyLinks to an external site](#)
- [Wiley privacy policy](#)

Rutgers Academic Integrity

The rights of students will be protected to ensure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies.

Term papers will be reviewed for plagiarism through Turnitin. If plagiarism is detected, it will be prosecuted to the limit allowed by University policies.

Be sure to read and adhere to

- [Rutgers Academic Integrity Policy (Links to an external site.)](#)
    - [PDF version](#)
- [Don't Plagiarize! Document your Research](#)