

Course Syllabus

RUTGERS UNIVERSITY

School of Management and Labor Relations

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HRM: 38:533:611:90 Index: 31836

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.

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)

Tuesday 9:00 AM – 10:00 AM EST

Thursday 9:00 AM – 10:00 AM EST

I am always available to you. If you have a concern, you need not wait for office hours. 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@rutgers.edu, 201-452-8499

Course Materials

Textbook:

- Fried, Bruce J. and Fottler, Myron (eds.) (2018) Fundamentals of Human Resources in Healthcare. 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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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 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

Course Specific Learning Goals

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

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). An extra computer at home, your employer's computer, or computer at your local library can be some alternatives. Additionally, be sure to back up your important documents and assignments on a flash drive or other external device.

Computer, Software/Apps/Accessories Requirements

- [Adobe Flash – latest version \(Links to an external site.\)](#) (you will need it to view videos)
- 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 - The Current Healthcare Arena](#)
- [Week 2 - Strategic Human Resources](#)
- [Week 3 - The Healthcare Professional](#)
- [Week 4 - The Legal and Ethical Environment](#)
- [Week 5 - Job Analysis and Job Design](#)
- [Week 6 - Recruitment, Selection, and Retention](#)
- [Week 7 - Organizational Development and Learning](#)
- [Week 8 - Mid-Term Examination](#)
- [Week 9 - Performance Management](#)
- [Week 10 - Compensation](#)
- [Week 11 - Employee Benefits](#)
- [Week 12 - Organized Labor](#)
- [Week 13 - Diversity and Inclusion](#)
- [Week 14 - Aligning Quality with HR Practice](#)
- [Week 15 - 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 under Proctortrack. Please review the Syllabus section on Proctortrack and complete the Proctortrack requirements for testing well in advance of the mid-term.

. 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 the course instructor immediately.

. Proctortrack exam monitoring

- We will be using Proctortrack to monitor your two exams in this course. A demo video for students is in the [Modules](#) section. Please be sure to review the demo. After viewing the demo, complete the [Proctortrack Onboarding Quiz](#).
- COMPLETION OF PROCTORTRACK ONBOARDING IS A PREREQUISITE TO TAKING ALL EXAMS.
- You may also want to read the [Proctortrack Terms & Conditions \(Links to an external site.\)](#).

. 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 two-week unit. The topics must analyze an SHS HR 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. The paper must be submitted **by April 15**. 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	% of Final Course Grade
Examination 1	25%
Examination 2	25%
Term Paper	26%
Participation in Discussion Forums	24%

Special Needs Accommodations

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](#)