LIBERTY UNIVERSITY

Online · School of Business · Graduate Business

Managing Human Capital in Healthcare

BUSI-646

CG   Section 8WK   11/08/2019 to 04/16/2020   Modified 01/30/2020

👤 Contact Information

See detailed faculty information in Blackboard.

🖥 Course Description

Focused on strategically managing human capital in the healthcare environment, students will focus on evaluating human resource management concepts from the perspective of the manager's role in creating and maintaining a productive health workforce. Students will explore human resource management theory and practice of managing the employment relationship through conducting in-depth analyses of current issues (i.e., recruitment, compensation, motivation, performance, and talent management) related to the strategic management of human capital within the healthcare setting.

Requisites

　Prerequisite

　BUSI 506

◎ Rationale

The healthcare industry is constantly evolving. Most healthcare organizations are among the largest employers in their community and demand for workers is projected to outpace supply on a national scale. The fundamental field of human resources is impacted by shifting demographics, new technologies, and the growing complexity of accreditation demands and state/federal regulations. The ultimate goal of healthcare human resource management is to leverage human capital resources in an effort to provide efficient and effective value to patients and stakeholders centered on cost, access, and quality of care.

📊 Measurable Learning Outcomes

Upon successful completion of this course, the student will be able to:

A. Integrate a biblical worldview when exploring issues related to the management of human capital in healthcare.
B. Synthesize human resource management concepts in the context of the healthcare organization (hypothetical or real world) in creating and maintaining a productive workforce.
C. Evaluate key challenges associated with hiring, managing, and retaining healthcare human capital.
D. Assess key human capital related issues in the provision of healthcare based upon knowledge of current literature and industry best practices.

📖 Course Resources

Required Resource Purchase

Pynes, J. E., & Lombardi, D. N. (2011). *Human resources management for health care organizations: A strategic approach*. San Francisco, CA: Jossey-Bass. ISBN: 9780470873557.

Disclaimer: The above resources provide information consistent with the latest research regarding the subject area. Liberty University does not necessarily endorse specific personal, religious, philosophical, or political positions found in these resources.

Recommended Resource

American Psychological Association. *Publication manual of the American Psychological Association* (Current ed.). Washington, DC: Author.

Additional Materials for Learning

A. Computer with basic audio/video output equipment
B. Internet access (broadband recommended)
C. Blackboard [recommended browsers (https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support)](https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support)
D. Microsoft Office

⠿ Course Assignments

Textbook readings and lecture presentations

Course Requirements Checklist

After reading the Course Syllabus and Student Expectations, the student will complete the related checklist found in Module/Week 1.

Discussion Board Forums (6)

Discussion boards are collaborative learning experiences. Therefore, the student will create a thread in response to the provided prompt for each forum. Each thread must be at least 600 words and demonstrate course-related knowledge. In addition to the thread, the student will reply to the threads of at least 2 classmates. Each reply must be at least 450 words. Each thread and reply must also include a biblical integration and at least 2 peer-reviewed source citations in current APA format in addition to the text.

Research Project

The student will complete a Research Project comprised of the following 2 parts.

1. Outline & References

Each group will complete a full sentence outline in preparation for the Research Project - Final Document. The outline must include a thesis statement, the research question(s)/issues being addressed, the space allotted to each section of the paper, and a preliminary reference list of at least 20 sources that are less than 5 years old. One member of the group will submit the final version of the Research Project - Outline. Each student is required to read all instructor feedback and implement it on future assignments.

2. Final Document

Each group of students will be responsible for constructing and reviewing the final document. Each group will work collaboratively on a 10-12 page paper that is in current APA format paper. The topic of the paper will be selected individually by the group and approved by the instructor. Each student must contribute weekly to the group's discussion in the Group Discussion Board Forum about this paper. One member of the group will submit the final version of this assignment.

3. Peer Evaluations (2)

After each part (2) of the Research Project, the student will evaluate the contributions of each of his or her group members using the provided Peer Evaluation Form. The student will also be evaluated by his or her group members. The resulting scores will be

used to provide a final Peer Evaluation score for each part (2) of the Research Project. All Peer Evaluation scores will be awarded provisionally.

Quizzes (8)

The student will complete 8 quizzes. Each quiz will cover the Reading & Study material for the assigned module/week. Each quiz will be open-book/open-notes, contain 6–15 multiple-choice and true/false questions, and have a time limit of 30 minutes.

✔ Course Grading

Course Requirements Checklist	10
Discussion Board Forums (6 at 70 pts ea)	420
Research Project	
Outline	60
Final Document	100
Peer Evaluations (2 at 50 pts ea)	100
Quizzes (8 at 40 pts ea)	320
Total	1010

✳ Course Policies

Quizzes/Tests/Exams

For timed quizzes/tests/exams, the student is required to complete the quiz/test/exam within the assigned time. For the student who exceeds this time limit, a penalty of 1 point will be deducted for each minute, or part thereof, he/she exceeds the assigned time limit.

🏛 Policies

Late Assignment Policy

Course Assignments, including discussion boards, exams, and other graded assignments, should be submitted on time.

If the student is unable to complete an assignment on time, then he or she must contact the instructor immediately by email.

Assignments that are submitted after the due date without prior approval from the instructor will receive the following deductions:

1. Late assignments submitted within one week after the due date will receive up to a 10% deduction.
2. Assignments submitted more than one week and less than 2 weeks late will receive up to a 20% deduction.
3. Assignments submitted two weeks late or after the final date of the course will not be accepted outside of special circumstances (e.g. death in the family, significant personal health issues), which will be reviewed on a case-by-case basis by the instructor.
4. Group projects, including group discussion board threads and/or replies, and assignments will not be accepted after the due date outside of special circumstances (e.g. death in the family, significant personal health issues), which will be reviewed on a case-by-case basis by the instructor.

Disability Assistance

Students with a disability and those with medical conditions associated with pregnancy may contact Liberty University's Online Office of Disability Accommodation Support (ODAS) at LUOODAS@liberty.edu for accommodations. Such accommodations require appropriate documentation of your condition.   For more information about ODAS and the accommodations process, including how to request an accommodation, please visit https://www.liberty.edu/online/online-disability-accommodation-support/ (https://www.liberty.edu/online/online-disability-accommodation-support/). Requests for accommodations not related to disabilities or pregnancy must be directed to the Registrar's Office, which generally handles medical needs support.

If you have a complaint related to disability discrimination or an accommodation that was not provided, you may contact ODAS or the Office of Equity and Compliance by phone at (434) 592-4999 or by email at equityandcompliance@liberty.edu. Click to see a full copy of Liberty's Discrimination, Harassment, and Sexual Misconduct Policy (https://www.liberty.edu/media/1226/Liberty_University_Discrimination_Harassment_and_Sexual_Misconduct_Policy.pdf) or the Student Disability Grievance Policy and Procedures (http://www.liberty.edu/media/8021/Disability_Grievance_Procedures.pdf).

Course Attendance

In an effort to comply with U.S. Department of Education policies, attendance is measured by physical class attendance or any submission of a required assignment within the enrollment dates of the course (such as examinations, written papers or projects, any discussion board posts, etc.) or initiating any communication with one's professor regarding an academic subject. More information regarding the attendance policy can be found in the Academic Course Catalogs (https://www.liberty.edu/index.cfm?PID=791). Regular attendance in online courses is expected throughout the length of the term. Students who do not attend within the first week of a sub-term by submitting a required academic assignment (such as the Course Requirements Checklist, an examination, written paper or project, discussion board post, or other academic activity) will be dropped from the course. Students who wish to re-engage in the course are encouraged to contact Academic Advising to discuss their enrollment options. Students who begin an online course, but at some point in the semester cease attending, and do not provide official notification to withdraw, will be assigned a grade of "FN" (Failure for Non-Attendance (https://wiki.os.liberty.edu/display/IE/Online+Attendance+and+Non-Attendance)). Students wishing to withdraw from courses after the official start date should familiarize themselves with the withdrawal policy.

Grading Scale

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
940-1010	920-939	900-919	860-899	840-859	820-839	780-819	760-779	740-759	700-739	680-699	679 and below

For courses with a Pass/NP final grade, please refer to the Course Grading section of this syllabus for the assignment requirements and/or point value required to earn a Passing final grade.

Add/Drop Policy

The full policy statement and procedures are published in the Policy Directory (https://wiki.os.liberty.edu/display/IE/Dropping+and+Adding+Online+Classes).

Honor Code

Liberty University comprises a network of students, Alumni, faculty, staff and supporters that together form a Christian community based upon the truth of the Bible. This truth defines our foundational principles, from our Doctrinal Statement to the Code of Honor. These principles irrevocably align Liberty University's operational procedures with the long tradition of university culture, which remains distinctively Christian, designed to preserve and advance truth. Our desire is to create a safe, comfortable environment within our community of learning, and we extend our academic and spiritual resources to all of our students with the goal of fostering academic maturity, spiritual growth and character development.

Communities are predicated on shared values and goals. The Code of Honor, an expression of the values from which our Doctrinal Statement was born, defines the fundamental principles by which our community exists. At the core of this code lie two essential concepts: a belief in the significance of all individuals, and a reliance on the existence of objective truth.

While we acknowledge that some may disagree with various elements of the Code of Honor, we maintain the expectation that our students will commit to respect and uphold the Code while enrolled at Liberty University.

Adherence to the principles and concepts established within facilitates the success of our students and strengthens the Liberty community.

The Code of Honor can be viewed in its entirety at http://www.liberty.edu/index.cfm?PID=19155 (http://www.liberty.edu/index.cfm?PID=19155).

🗓 Schedule

BUSI 646

Textbook: Pynes & Lombardi, *Human Resources Management for Health Care Organizations* (2011).

Module/Week	Reading & Study	Assignments	Points
1	Pynes & Lombardi: chs. 1–3	Course Requirements Checklist Class Introductions DB Forum 1 Quiz 1	10 0 70 40
2	Pynes & Lombardi: chs. 4–6 1 presentation	DB Forum 2 Quiz 2 Graduate Level Business Program Assessment	70 40 0
3	Pynes & Lombardi: ch. 7	DB Forum 3 Quiz 3	70 40
4	Pynes & Lombardi: chs. 8–9	Group Research Paper - Outline and References Research Project - Peer Evaluation 1 Quiz 4	60 50 40
5	Pynes & Lombardi: chs. 10–11	DB Forum 4 Quiz 5	70 40
6	Pynes & Lombardi: chs. 12–13	DB Forum 5 Quiz 6	70 40

7	Pynes & Lombardi: ch. 14	Research Project - Final Document	100
		Research Project - Peer Evaluation 2	50
		Quiz 7	70
8	Pynes & Lombardi: ch. 15	DB Forum 6	70
		Quiz 8	40
Total			**1010**

DB = Discussion Board

NOTE: Module(s)/Week(s) 1-7 begin on Monday at 12:00 a.m. (ET) and end at 11:59 p.m. (ET) on Sunday.

Module/Week 8 begin on Monday at 12:00 a.m. (ET) and end at 11:59 p.m. (ET) on **Friday.**