

HPEM 6340

**Leadership Foundations and Strategies
for Health Organizations**

Credit Hours: 3

Semester: Fall **Year:** 2021
Class Days/Times: Online and Face2Face **Class Location:** On-line / Canvas / Virtual
Per Course Calendar
Thur: 6p-9p

Instructor: Thomas Maryon Assistant Professor
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Office Hours: T / W / Th 9a – 3p | By Appointment

Course Description: This course examines the dynamic nature of leadership in the healthcare and public health context utilizing organizational theory and behavior models. This course uses foundational leadership concepts to develop leadership applications and processes, such as leadership assessment (individual and team), communication improvement, strategic planning, decision making alignment, employee enhancement and knowledge management for use in creating and maintaining an organizational culture that can thrive within its external environment while improving organizational efficiency, effectiveness, and efficacy within moral parameters.

Prerequisite: None.

Co-requisite: None

Student Learning Outcomes (SLO or “course objective”): Upon successfully completing this course, the student will be able to:

1. Discuss and explain foundations of leadership from various theorists and develop a personal leadership model.
 - Leadership Model Paper | Exam
 - PLO A1, B1, C4, E2
2. Discuss and explain how leaders use leadership tools to create a successful environment and ensure organizational performance for their organizations.
 - Exam | Module Assignments
 - PLO A1, A7, A8, A10, B1, B2, B3, C3, C4, C6, E1
3. Apply leadership and managerial perspectives and appropriate leadership styles to various situations understanding that people are led and resources are managed.
 - Exam | Module Assignments
 - PLO A1, A3, C3, C4, C5, C6, D2, E2
4. Describe how individuals are motivated to perform effectively, the importance of understanding power, sources of power, and the use of power and politics in leadership and management activities.
 - Exam | Module Assignments
 - PLO B2, B3, C4, C5, C6, E1, E2
5. Discuss the process of leadership as it applies to organizational culture within the context of cultural understanding and development, leadership strategy execution, and managing within complex organizations.
 - Exam | Module Assignments
 - PLO A1, B1, C1, C4, C5, C6, E1

Course Assessment / Methods of Evaluation:

Assignments Assessment and Evaluation Methods	Percent
1. Reflection Journals	15
2. Module Assignments / Quizettes	15
3. Leadership Model Paper and PowerPoint Presentation <ul style="list-style-type: none"> • Paper = 30% • PowerPoint Presentation = 5% 	35
4. Final Exam	35
Total	100

NOTE: All assignments are based on a 100 point scale unless noted in the module.

Course Grade Scale (points): A: 90-100, B: 80-89, C: 70-79, F: < 70 points

Linked MHA Program Learning Outcomes:

The student learning outcomes listed address the following MHA Program PLOs:

- A.1 Identify appropriate sources and gather information, effectively and efficiently.
- A.3 Develop, understand and use data from performance, surveillance or monitoring systems.
- A.7 Economic analysis: Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.
- A.8 Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
- A.10 Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.
- B.1 Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
- B.2 Listen: Receive, process, and respond appropriately to information conveyed by others.
- B.3 Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.
- C.1 Organizational Vision: Through effective governance, establish an organization’s values, vision, and mission; systematically enhance performance and human material and knowledge resources
- C.3 Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.
- C.4 Change Leadership: Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environmental factors.
- C.5 Collaboration: Work collaboratively with others as part of a team or group, demonstrating commitment to the team’s goal and encouraging individuals to put forth their best effort

- C.6 Organizational awareness: Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community
- D.2 Behave ethically and promote standards of ethical behavior throughout public and healthcare organizations and professional communities.
- E.1 Actively seek feedback from others, reflecting and learning from successes and failures of professionals in public health and healthcare.
- E.2 Develop an accurate view of own strengths and developmental needs, including the impact one has on others

Required Textbooks and Materials

Ledlow, Gerald R. & Stephens, James H. (2018). Leadership for Health Professionals: Theory, Skills and Applications. 3d edition. Jones and Bartlett Publishers, Inc: Sudbury, Massachusetts.
ISBN-13: 9781284109412

CLICK Here for the book Link

Gallup (February 2020). Now, Discover Your Strengths: The revolutionary Gallup program that shows you how to develop your unique talents and strengths. ISBN-13 : 978-0743201148
You do not need to provide your StregnthFinder test results to the instructor. If you have already completed the StregnthFinder assessment and know your top 5 Stregnth you may use those results for all assignments.

CLICK Here for the Amazon Link.

BE SURE TO PURCHASE A BOOK WITH A SURVEY ACCESS CODE

RHETI Test – The Enneagram Institute. To purchase and complete your Enneagram Test
You do not need to provide your Enneagram test results to the instructor. If you have already completed the Enneagram test and know your Enneagram Type you may use those results for all assignments.

CLICK Here for the Enneagram Institute Link.

Other readings may be assigned in the Course Calendar or Course Modules

Course Calendar

Module	Date	Topic / Assignments	Textbook Chapters
1	8/23	<p>Semester Begins – Monday, August 23, 2021 at 8am</p> <p>New Module Week Begins Every Monday at 8am</p> <p>Leadership Foundations Leadership Thought / Why Study Leadership</p> <p>Understanding Leadership as a Theory – Why Study Theory</p> <p>DO: Weekly Reflection Journal DO: Module 1 Quizette</p>	<p>Chap 1</p> <p>Appendix B</p>
2	8/30	<p>Leadership Foundations Determining Your Own Leadership Style</p> <p>Leadership Foundations Today's Health Leadership Challenges</p> <p>DO: Zoom Call – Two Sections Thursday, 9/2 @ 6pm & 7pm</p> <ul style="list-style-type: none"> • Course Overview / Bring Your Questions • Leadership Model Project Overview <p>DO: Complete the Clifton StrengthFinder Assessment DO: Complete the Enneagram RHETI Test DO: Complete Dynamic Cultural Leadership Model DO: Weekly Reflection Journal DO: Module 2 Quizette</p>	<p>Chap 2 / 3</p>
3	9/6	<p>September 6 is Labor Day!!!</p> <p>Leadership Foundations Chronology of Leadership Study and Practice</p> <p>DO: Module Assignment - Machiavelli Self-Assessment Activity DO: Weekly Reflection Journal DO: Course Feedback Survey #1</p>	<p>Chap 4</p>
4	9/13	<p>Leadership in Practice Competence I: Professional Competencies and Personal Skill and Responsibilities</p> <p>DO: Weekly Reflection Journal</p> <p><i>Leadership Happy Hour – See Canvas Calendar to Sign-Up Tuesday, 9/14 @ 5pm</i></p>	<p>Chap 5</p>

5	9/20	<p>Leadership in Practice Competence II: Application of Skills, Tools, and Abilities</p> <p>DO: Weekly Reflection Journal</p>	Chap 6
6	9/27	<p>Leadership in Practice Leadership Assessment and Research: Individual, Team, and Organization</p> <p>DO: Zoom Call – Thursday, 9/30 @ 6pm & 7pm</p> <ul style="list-style-type: none"> • Special Guest – Dr. Leon Leach • Building a Personal Leadership Model <p>DO: Weekly Reflection Journal</p> <p style="text-align: center;"><i>Leadership Happy Hour – See Canvas Calendar to Sign-Up Tuesday, 9/28 @ 5pm</i></p>	Chap 7
7	10/4	<p>Leadership in Practice Leadership Models in Practice</p> <p>DO: Weekly Reflection Journal</p>	Chap 8
8	10/11	<p>Leadership in Health Organizations Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You</p> <p>Leadership in Health Organizations Ethics in Health Leadership</p> <p>DO: Weekly Reflection Journal</p> <p style="text-align: center;"><i>Leadership Happy Hour – See Canvas Calendar to Sign-Up Tuesday, 10/12 @ 5pm</i></p>	Chap 9 / 10 Managed Care Readings
9	10/18	<p>Leadership in Health Organizations Measuring the Outcomes of Leadership Initiatives</p>	Chap 11

		DO: Weekly Reflection Journal	
10	10/25	<p>Leadership in Health Organizations Understanding the Executive Roles in Health Leadership</p> <p>DO: Weekly Reflection Journal</p> <p><i>Leadership Happy Hour – See Canvas Calendar to Sign-Up Tuesday, 10/26 @ 5pm</i></p>	Chap 12
11	11/1	<p>Leading People and Managing Resources into the Future Complexity, Speed and Change: Leadership Challenges for the Next Decade</p> <p>Leading People and Managing Resources into the Future Leadership: a Critical Factor for the Future Success of the Industry</p> <p>DO: Weekly Reflection Journal</p>	Chap 13 / 14
12	11/8	<p>Leading People and Managing Resources into the Future Leading Nonperforming Employees: Leadership Responsibility</p> <p>DO: Weekly Reflection Journal</p> <p><i>Leadership Happy Hour – See Canvas Calendar to Sign-Up Tuesday, 11/9 @ 5pm</i></p>	Chap 15
13	11/15	<p>Happy Thanksgiving!!!</p> <p>Leading People and Managing Resources into the Future The Health Leader, Information, Decisions, Creating Knowledge Culture: The 4 Ps of Health Analytics Adoption</p> <p>DO: Weekly Reflection Journal</p>	Chap 16
14	11/22	<p>Leading People and Managing Resources into the Future Responsibilities of Mentorship and Succession Planning</p> <p>DO: Submit Leadership Model Paper and PowerPoint</p> <ul style="list-style-type: none"> Monday, 11/29 @7:59am 	Chap 17

		DO: Weekly Reflection Journal	
15	11/29	Leadership and Advocacy DO: Submit Module Feedback DO: Weekly Reflection Journal	Text Mid Edition Release
16	12/6	Semester Ends – Friday, December 10, 2021 at 5pm DO: Final Exam – See Module for date and time	

Assignments

Final Examination: This Final exam may include the following evaluation formats: multiple choice, true or false or matching. This exam is based on Chapters 1 - 17 and Appendix B of the Textbook. The exam will be administered in Module 16.

Reflection Journals: Weekly Reflection Journal Exercise: The disciplines of reflecting and writing are key practices that every leader should develop. We learn to think by thinking and putting those thoughts to paper help us to organize, process, formulate ideas, concepts, and principles. Each week you will complete a journal utilizing the Journal Template. Journal submissions should utilize 12-point font, Arial font, double-spaced formatting, and be submitted as a PDF. There is not a specific length requirement. A well-thought-out response will address all the components of the Reflection Journal template and should NOT be more than two (2) pages. Late Journal submissions are not allowed without prior instructor approval.

Module Assignments / Quizettes: Modules will contain individual learning assignments and quizettes that are quick hits for students to both learn and demonstrate module competencies and to earn points. See specific Module for activities and points.

Leadership Model Paper and Development Plan:

Paper:

- The student will write a paper of at least 7 pages not to exceed 10 pages including reference page (12-point font, Arial, double spaced) and develop a *personal application based leadership model* using theories and models covered in the course. Components of the several leadership theories/theorists including the Dynamic Cultural Leadership Model, Clifton StrengthFinders and your personal Enneagram results must be included in the paper.
- The paper should also include a single page action plan in table format for developing your leadership skills over the next 12 months. A Template is included in the Getting Started course module.
- References beyond the textbook must be included. A minimum of 8 sources over and above your textbook must be utilized. The paper should be submitted in current edition APA format and submitted as a PDF.

PowerPoint Presentation:

- A PowerPoint presentation will accompany the Leadership Model Paper. The presentation should show the main tenets/principles of your leadership model paper with supporting evidence from the

literature in 3 - 5 PowerPoint slides. Your development plan should be included in the presentation. You will review all peer presentations submitted and provide feedback to two (2) peers on their model critiquing the models and providing two pros and cons of two models. Do not duplicate a separate reference slide. References will be included in your paper.

Other Class Policies:

Attendance / Participation:

Students are encouraged to attend online synchronous sessions. Participation / Engagement in the online platform is required and important. Students should complete all module materials and required assignments.

Late Assignments:

For each day the assignment is late, 5% will be deducted from the total score. Late assignments will not be accepted after 5 days. No assignments will be accepted after Module 16, Friday December 10 at 5pm. The instructor has the discretion to alter this policy in the event of an emergency or illness if the student notifies the instructor in a timely manner. In this event, documentation may be required.

Academic Integrity:

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Cheating

Dishonesty of any kind involving examinations, assignments, alteration of records, wrongful possession of examinations, and unpermitted submission of duplicate papers for multiple classes or unauthorized use of keys to examinations is considered cheating. Cheating includes but is not limited to:

- Using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class.
- Falsifying or inventing any information, including citations, on an assigned exercise.
- Helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism

Plagiarism is presenting the words or ideas of another person as if they were your own. Materials, even ideas, borrowed from others necessitate full and complete acknowledgment of the original authors. Offering the work of another as one's own is plagiarism and is unacceptable in the academic community. A lack of adequate recognition constitutes plagiarism, whether it utilizes a few sentences, whole paragraphs, articles, books, audio-visual materials, or even the writing of a fellow student. In addition, the presentation of material gathered, assembled or formatted by others as one's own is also plagiarism. Because the university takes such misconduct very seriously, the student is urged to carefully read university policies on Misconduct in Research and Other Scholarly Activity 05.00. Examples of plagiarism are:

- Submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another.
- Submitting a work that has been purchased or otherwise obtained from an Internet source or another source.
- Incorporating the words or ideas of an author into one's paper without giving the author due credit.

Unicheck software will be used in this course to improve upon your writing skills. Unicheck is a software program that identifies areas of plagiarism. All students will be required to submit their papers through Unicheck.

Adding/Dropping:

The official deadline for adding and dropping courses is as published in the academic calendar and Graduate Bulletin (typically the day before Census Day). However, students are strongly encouraged to meet with their graduate advisor or the Program Coordinator prior to adding/dropping courses. Movement into and out of classes after the 4th class day requires approval of the Program Director. Students can drop until mid-semester without a WP or WF. Drops after mid-semester require approval of the Dean. Each student is responsible for their own enrollment status with the university.

Disability Accommodations:

UTHSCT abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which mandate reasonable accommodations be provided for students with documented disabilities. If you have a disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the Student Services Office (located on the UT Tyler Campus). You may call 903-566-7079 for more information.

Technical Support: <https://www.uthct.edu/technical-support>

Online Student Orientation: <https://www.uthct.edu/new-student-orientation>

INSTRUCTOR RETAINS THE RIGHT TO CHANGE THE SYLLABUS AT ANY TIME

####END OF SYLLABUS####