



Course Syllabus: Management Techniques

College of Health Sciences in Radiology Sciences
RADS 5103
Spring 2026

Contact Information

Instructor: Mark Wright, MBA, MSRS, R.T.(R)

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Office hours: Remote

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Course Description

This course provides an assessment of organizational behavior identifying management techniques for successful practice in a clinical environment. Assignments focus on the historical framework of management, research, personality influences, job satisfaction, time management, effective employee management strategies, and employee appraisal and feedback. The course explores concepts of organizational communication for decision-making, group dynamics, team building, and conflict resolution.

Course Objectives

The purpose of this course is to enable students to accomplish the following:

1. Define concepts of organizational behavior for effective management.
2. Identify current research in management practice.
3. Define principles of interviewing strategies, performance appraisal systems, disciplinary responses, and employee termination.
4. Describe effective techniques for influencing employee behavior, job satisfaction, employee attitude, and conflict resolution.
5. Describe principles of time management, staffing, and staff scheduling.
6. Assess the value of staff development and continuing education in effective management.
7. Discuss managerial challenges to include diversity, temporary workers, and organizational culture.

Textbook & Instructional Materials

1. American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). ISBN 978-1-4338-3216-1
2. Nelson, D. & Quick, J, (2013). Organizational behavior: Science, the real world, and you (8th ed.). Mason Ohio: South-Western College Publishing. ISBN: 978-1-111-82586-7

Study Hours and Tutoring Assistance

Contact the instructor if you require assistance

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.
[Office of Student Conduct](#)

AI:

Since writing, analytical, and critical thinking skills are part of the learning outcomes of this course, all writing assignments should be prepared by the student. Developing strong competencies in this area will prepare you for a competitive workplace. Therefore, AI -generated submissions are not permitted and will be treated as plagiarism.

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Grading

All assignments are categorized and weighted. This score will be converted to a letter grade as outlined

Table 1: Weighted percentage allocated to each assignment

Assignments	Weight
Discussion Board Questions	20%
Organizational Assessment	20%
Scholarly Paper	30%
Literature review 1	10%
Literature review 2	10%
Paper Presentation	10%

Table 2: Final Grade Conversion.

Grade	Scale
A	90-100
B	80-89
C	70-79
D	60-69
F	Less than 60

Homework

Students are expected to read the material and be prepared to discuss the material on the Discussion Boards. Students are expected to actively participate in class discussions and complete all assessments.

Assignments for this course include:

1. Discussion questions based on textbook material and class discussions.
2. Submit a management topic and write a scholarly paper.
3. Submit an organizational assessment.
4. Literature review assignments based on articles provided by the instructor.
5. Prepare a presentation from the Scholarly Paper for the final weekend.

Discussion Questions

Each student is responsible for responding to posts on the discussion board. The questions will be based on material from your textbook and from class discussions. Your response should be posted by Wednesday at 11:59 pm and **MUST** use (and cite) sources to support your posts. A minimum of **TWO** sources are required in your response and you may use your textbook as one of the sources. Wikipedia, blogs, and social media sites are NOT considered credible sources. High quality, thoughtful, appropriate responses are expected.

In addition, you are expected to respond to one of your peer's posts by Saturday, again, using and citing sources (minimum one) to support your response. You must respond to any questions asked by your peers related to your original posts. Open discussion is encouraged. Keep in mind that we all have varying opinions so please keep your discussions professional and respectful. To make this discussion format work smoothly, students should become familiar with techniques to follow existing electronic discussion threads and to open new discussion threads. A sample discussion/format is posted on the discussion tool. Questions will be available on the following dates: **January 25, February 22, March 15, and March 29, and April 19, 2026.**

Organizational Assessment

Based on a current (or most recent) place of employment, student will submit an organizational assessment. The assessment should be submitted in a power point that is 10-12 slides (not including a title slide and reference slide). The assessment will cover the four following topics:

Management structure of the organization

- Styles of leadership (organization and department)
- Structure of organization (organization chart)

Staffing Issues

- Reward and recognition
- Performance appraisal system
- Sources of stress for staff
- Disciplinary process

Communication

- Communication styles used by your supervisor
- Communication styles of peers and you personally
- Non-verbal cues
- Barriers to communication

Challenges facing your organization: Your textbook describes four challenges. Select two and describe how the challenges affect the organization and more specifically, your department.

- Encouraging ethics, character, and integrity
- Technological innovations
- Globalization
- Diversity

Assignment is due **March 9, 2025 and should be submitted to the appropriate drop box**

Literature Review Assignment 1 (Workplace Safety)

Each student will read the article shown in the schedule and complete an evaluation of their department and organization related to employee safety. The article will be provided but students will also need to cite organizational policies as appropriate.

The assignment can be completed by developing a spreadsheet or chart, but should include a MSU approved cover sheet and reference page.

Although the article is specific to workplace violence, safety measures can cover a range of potential issues and concerns so do not limit your evaluation to only violent scenarios. Identify the following in your evaluation:

1. Do you have department specific safety policies for staff, patients, and visitors.
Describe.
2. Do you have organizational specific safety policies for staff, patients, and visitors.
Describe.
3. What safety measures are in place and are they adequate. How is this evidenced?
4. Describe any training that is provided and describe the frequency.
5. What improvements could be made within your department?
6. What improvements could be made within your organization?

Assignment due date: **March 2**

Article 1:

Evans, G. (2024). As OSHA violence regulation stalls, states move to protect healthcare workers. *Hospital Employee Health*, 43(2) 13 -24.

Literature Review 2 (Employee Resilience)

Each student will read the article shown in the schedule and complete a comparison between their department and the article related to employee resilience. This is not necessarily a written submission rather the student should create a chart, graph, or other tool for completing the assignment – be as creative as you want for this submission! The article will be provided but students will also need to cite organizational policies as appropriate.

Provide the following information:

1. List out the eight practical steps in the article and provide a brief description.
2. Compare each of the steps with tools, techniques, and practices within your department.
3. Does your department (or organization) have policies that address this topic? If so, describe.
4. How effective is your immediate leader with building staff resilience (with each of the steps described)
5. What improvements (if any) could be made to build resilience in your department?
6. What techniques would you implement as a leader?

Assignment due date: **April 6.**

Article 2:

Rinehart, B. (2021). Eight practical steps to build resilience. *Radiology Management*, 43(1), 10-15.

Scholarly Paper

The paper should use the standard MSU title page and be written in APA format. The paper should be 8 - 10 pages in length, not counting the title page, reference list, or any appendices. The paper should meet the following requirements:

- Based on the student's approved topic
- Be drawn from a variety of scholarly and peer reviewed articles (a minimum of five sources).
Wikipedia, blogs, and social media sites are NOT considered credible sources.
- The articles should be published within the last five years (2019-2025).
- Include appropriate APA in-text citations and reference list
- Demonstrate graduate level writing skills
- Be submitted as a Word (not pdf) document to the drop box by the due date: **April 27, 2025**

Scholarly paper topics must be related to healthcare, preferably imaging specific. Topic ideas must be submitted by **February 23, 2025** and approved by the instructor (first come-first serve). Ideas can be gleaned from peer reviewed articles, papers, the textbooks, or from other outside sources. Please note. – I will not approve any topic that is generic in nature such as sexual harassment or gender roles. Select a topic that would be important to a healthcare leader.

Submit your topic idea in the appropriate drop box (which means you will need to submit a document rather than simply type in the box).

Your paper topic will be presented in class the second weekend (**May 1st and May 2nd**). The length of your presentation will be 10-15 minutes. As part of your presentation, the student should identify two to three key themes that are important for radiology leaders gleaned from their paper topic.

Extra Credit

There are no extra credit assignments in this course.

Late Work

Late work is not accepted in this course. Please contact your professor if there are extenuating circumstances prior to the due date.

Make Up Work/Tests

Make up work is not accepted in this course.

Important Dates

- Last day for term schedule changes: January 26, 2026
- Deadline to file for graduation: February 16, 2026
- Last Day to drop with a grade of "W:" April 29, 2026
- Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Without exception, students MUST attend and participate in both graduate seminar weekends to receive credit for the course. Additionally, this course requires the student to log into D2L weekly to complete assignments. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes

where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ***Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#) .

Instructor Class Policies

In health care, we are often presented with issues that have more than one possible course of action. To make the coursework more meaningful, there will be discussion boards that encourage each of you to present your own perspectives and apply your knowledge to address some of those challenges. Keep in mind that we all have varying opinions so please keep your discussions professional and respectful.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the

tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exists in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Student Wellness Center, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new

Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUREady – Active Shooter](#). Students are encouraged to watch the video entitled "Run. Hide. Fight." which may be electronically accessed via the University police department's webpage: ["Run. Hide. Fight."](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

Please review the course schedule for due dates for each of your assignments this semester. Each assignment is available prior to the due date to allow for more flexibility when completing. However, the assignments must be submitted no later than 11:59 pm (CST) on the due date.

Date	Discussion Question Entry by Wed 11:59 pm	Responses to discussion questions by Saturday 11:59 pm	Course Assignments	Other Due Dates
January 20			Course Begins	Please review the syllabus and begin gleaning publications for possible scholarly topic ideas

Date	Discussion Question Entry by Wed 11:59 pm	Responses to discussion questions by Saturday 11:59 pm	Course Assignments	Other Due Dates
January 25 Discussion Questions	January 28	January 31		January 30th January 31^{rst} First on campus class
February 13				
February 22 Discussion Questions	February 25	February 28	Submit Paper topic idea by February 22, 2026	Submit to drop box (email will not be accepted)
March 1			Workplace Safety Assignment due on March 01, 2026. Submit to the appropriate drop box by 11:59 pm (CST)	Please review Syllabus for the criteria.
March 8			Organizational Assessment Power Point due by March 8, 2025. Submit to the appropriate drop box by 11:59 pm (CST)	Please review the syllabus for the criteria
March 9 – 14	Spring Break			No assignments due
March 15 Discussion Questions	March 18	March 21		

Date	Discussion Question Entry by Wed 11:59 pm	Responses to discussion questions by Saturday 11:59 pm	Course Assignments	Other Due Dates
March 29 Discussion Questions	April 1	April 4		
April 5			Employee Resilience due on April 5, 2026. Submit to the appropriate drop box by 11:59 pm (CST)	Please review the syllabus for the criteria
April 19 Discussion Question	April 22	April 25		
April 26			Scholarly paper due by April 26, 2026 Submit to the appropriate drop box by 11:59pm	Please review syllabus for the criteria Second on Campus class (May 1 and May 2) Paper Presentations in class

Summary Table of Course Deadlines

Management Techniques RADS 5103	Date
First Class Meeting	January 30 th and 31 ^{rst}
Paper Topic	February 22 nd
First Lit Review	March 1 ^{rst}
Organizational Assessment	March 8 th
Second literature review	April 5 th
Scholarly Paper	April 26 th
Second Class Meeting (Presentations)	May 1 ^{rst} and May 2 nd