



**MIDWESTERN
STATE UNIVERSITY**

A Member of the Texas Tech University System

**Course Syllabus: HSAD 4123 Health Care Personnel
College of Health and Human Services
Fall 2024**

Contact Information

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Course Description

The class is designed to introduce students to the essential role of Human Resources Management (HRM) within healthcare organizations. The degree to which healthcare organizations manage human resources will largely determine the success of the organization. The course serves as a comprehensive foundation for those aspects of human resource planning, development, and administration vital to the human resource manager, line managers and senior leaders. Primary functional areas of HRM will be explored as well as strategy, current trends, and unique aspects of the healthcare arena.

Through the text readings, instructor notes, articles, videos, tests, written assignments, and discussions the student will focus on the following:

Strategic HRM.

HR plays an active role in aligning HRM practices with the goals, mission, and strategy of the organization. Understand the vision of HR in which the responsibility of managing people is the responsibility of everyone in the organization. Describe strategic methodologies.

Healthcare Professionals.

Understand major healthcare professions. Review unique characteristics of professions, with emphasis on function, education, licensure, changing roles and future job prospects.

Legal and Ethical Environment.

Understand the enormous body of applicable laws and regulations. Review includes employee rights, discipline and privacy, sexual harassment,

discrimination, equal employment opportunity, and protection of LGBTQ+ individuals.

Job Analysis and Job Design.

Understand that job analysis and design form the essential foundation for virtually every other HR function. Job analysis provides the purpose and content of jobs, which allows for the creation of job descriptions and identification of job qualifications. Effective recruitment and equitable compensation depend on a clear understanding of job responsibilities. Use of analytics is explored. Understand various job redesign strategies to improve individual, group, and organizational performance.

Recruitment, Selection, and Retention.

Understand the notion that all related activities must be job-related and legally defensible. Understand the struggle that healthcare organizations face in attracting, hiring, and retaining workers, especially in the age of COVID. Understand the reasons why employees accept jobs and choose to stay or leave. Understand effective recruitment and selection strategies including social media.

Organizational and Employee Development.

Understand this concept is a characteristic of all successful organizations yet many do not focus on the link between these initiatives and organizational culture. Describe the link between organization success and items such as employee engagement, effective onboarding, succession planning, coaching, and mentoring.

Performance Management.

Understand why performance management and improvement are central features of successful healthcare organizations. Financial rewards often exist for excellent performance. Successful organizations depend on high-performing employees and teams. Seek to improve overall performance by accurately gauging employee performance and team effectiveness, providing feedback, coaching, designing strategies for improvement and evaluating improvement efforts.

Compensation Practices, Planning, and Challenges.

Comprehend the organizational challenges of balancing internal equity and external competitiveness. Understand physician pay-for-performance models and changes between physicians and organizations, which affect how physicians are compensated.

Employee Benefits.

Gain understanding of employee benefits including history, current practices and issues, budget implications, and benefit administration. Have regard for new directions such as mental health, wellness, and fitness programs.

Organized Labor.

Define the role of union organization in the healthcare arena, which continues to evolve. Healthcare and the public sector are two major targets of union organizing. Comprehend applicable legislative and judicial rulings and the role of social media. Know elements of organizing, collective bargaining, contract administration and the implications of COVID on labor relations and organizing activity.

Diversity, Inclusion, and Belonging in the Workplace.

With an increasingly diverse U.S. population, organizations must understand these concepts to attract and retain diverse employees that reflect the populations they serve. Know the importance of inclusive leadership to shape the culture and implement concrete actions to move toward greater inclusivity.

Applying Quality Improvement and Implementation.

Such concepts are a mainstay of healthcare organizations. Know strategies for effective development, implementation, and measurement of quality initiatives.

Employee Well-Being.

After COVID, organizations were forced to reckon with a scarcity of healthcare workers. Describe effective strategies for dealing with stress and burnout as well as specific concerns for nurses, physicians, healthcare executives, and others.

Textbook & Instructional Materials

Sampson, C. J., & Fried, B. J. (2023). *Fundamentals of human resources in healthcare* (3rd ed.). Gateway to HR Management. ISBN 978-1640553798

Assignments per online D2L module

Tutoring Assistance

Call, email, or text instructor

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 individuals to whom credit is given). Cheating is 1) the use of unauthorized assistance, 2) dependence upon the aid of sources beyond those authorized by the instructor, or 3) acquisition, without permission, of tests or other academic material. Collusion is collaboration with another person in preparing work offered for credit if the faculty member in charge does not authorize that collaboration. Additional

guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Academic Honesty:

I assume that the written work turned in reflects the student’s own ideas and words unless the work is specifically attributed to another source. A limited amount of quotation and paraphrasing for written assignments is acceptable. Acknowledgment of the ideas, works, writings, or opinions that are borrowed must be stated. Uncited and/or unnoted quotes are never acceptable, and points will be deducted. Academic dishonesty is not acceptable and is a breach of the student Code of Ethics. Dishonesty includes plagiarism, submitting work that was not prepared by you (fraud), and helping other students with their work when expressly prohibited (cheating).

Plagiarism:

Includes using direct quotes or sections of writing from other authors (this includes fellow students) without the appropriate notations and/or citations OR rewording portions of another author’s paper without appropriate citations. Plagiarism is the use of another person’s published or unpublished work without full and clear acknowledgement. All written assignments for this class will be submitted to a computer-based review to assess it for evidence of plagiarism.

Artificial Intelligence:

The use of any artificial writing generator (ex: Chat GPT) is strictly prohibited. The use of artificial writing generators can and will be deemed a violation of the university’s honor system. Any or all parts of a written assignment identified as having elements of writing attributed to an artificial writing source will automatically receive a zero (0) for a grade. ***Students will not be allowed to make up those assignments.** This course uses software that detects AI generators. For more policy information regarding cheating and plagiarism, see the appropriate sections of this syllabus.

Grading

Assignments and Point Value

Assignments	Points
Discussions	25
Written Assignments (2 at 15 points each)	30
Quiz	15
Final Exam	30
Total Points	100

Grade Letter and Point Range

Grade	Points
A	90-100

Grade	Points
B	80 to 89
C	70 to 79
D	60 to 69
F	Less than 60

Discussions

To receive full credit for the discussions, you must first answer the instructor-proposed questions and then respond to at least two (2) other students. Saying "I agree" or "That's a great point" does not count as a response. The response must be carefully thought out and drawn upon the readings or other appropriate outside sources. One goal of the class is to interact with others within the same timeframe. Therefore, make-up discussion work is not acceptable after the due date. You must have at least one (1) APA reference (in-text and at the bottom of the posting) to support your thoughts, but you may use the text as a reference.

Tests

There will be a quiz and a final exam. Both are online multiple choice and true/false and will be timed from the start of the test. These are closed book tests. The final exam is cumulative. Please review news items posted by the IT staff on the Lockdown Browser and direct any specific questions to IT. This is accessible through D2L in the assessment section. You do not need a proctor but will need a computer with a webcam. Failure to take a test will normally result in a zero (0). Exams will be taken via Respondus. Dates and more detailed information will be in the schedule and grading sections.

[Respondus Lockdown Browser](#)

Writing Assignments (WA)

Review guidance in the D2L classroom-Read Me First under Table of Contents. There will be two writing assignments which focus on responding to a given scenario. Each WA must have a minimum of **two (2)** referenced, peer-reviewed articles from an academic journal. This does NOT include the textbook, commercial or government websites. Students will lose points for each missing peer-reviewed reference. If you are not sure if a journal is peer-reviewed, go to its homepage, and check the author's instructions. That will tell you if it is a peer-reviewed journal. If you cannot find the author's instructions, then it is probably not a peer-reviewed journal.

The instructor will review each WA, point out its strengths and offer suggestions for improvements within ten (10) working days of its submission. Each WA is designed to be practical and realistic in nature to assist students in future professional roles.

By enrolling in this course, the student expressly grants Midwestern State University (MSU) a limited right in all intellectual property created by the student for the purpose of this course. The limited right shall include but shall not be

limited to the right to reproduce the student's work product in order to verify originality and authenticity, and for educational purposes. MSU makes Turnitin available to the instructor for the purpose of verifying the originality of a student's work.

Each WA must be submitted in Microsoft WORD and should show as a .doc or a .docx. It is your responsibility to check to see if the file is uploaded properly and that it uploaded in the correct format (.doc or .docx). If I cannot open the document, it is the same as if you did not submit it. If you have difficulty uploading a document, you should contact the tech folks for help (check your main class page for the help link). Failure to submit a paper will normally result in a zero (0).

The WA must be written in APA style (see the APA manual or OWL for more explanation) and double-spaced in Times New Roman 12 Font. The WA must have an appropriate cover page (name, class, etc.) with each page of the paper numbered. An abstract is not necessary. A running header is not necessary. A reference page should be double spaced with the second and third lines of each entry indented. Failure to follow the above format and instructions will result in an automatic subtraction of points from the final grade for the WA.

The instructor will enable Turnitin. Be careful not to use too much quoted or cited material as this may impact the Turnitin score.

Student Assignments

Good grammar is essential when attempting to communicate via written documents, so grammar issues will result in an automatic deduction depending on how hard it is for me to interpret the meaning.

Late Work

All assignments must be turned in on **time** or you will receive a grade of zero (0). If you have an emergency arise, you must ask for permission to turn in your work no later than three (3) days prior to the due date of the assignment. You will be asked to provide proof of the emergency. Work or personal computer difficulties do not count as emergencies. So, DO NOT WAIT until the last hour to turn in your work. This is especially important if you have had prior difficulties uploading your documents.

Do not email the instructor if you have a technical difficulty such as being unable to upload a document. Email tech support for help immediately as they are online after normal campus work hours and can help you upload it. If the problem is on our end and the distance education tech support cannot fix it quickly, they will let the instructor know.

Important Dates

The schedule, in this syllabus, is arranged via weekly assignments. Important dates are in this schedule.

Last day for term schedule changes: Check date on [Academic Calendar](#).
Deadline to file for graduation: For December, Sept 23rd. For May, Oct 4th. Check date on [Academic Calendar](#).
Last Day to drop with a grade of "W:" Check date on [Academic Calendar](#).
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

This is an online class. Regular and timely online classroom discussion is required. Submission of assignments and online tests is required by the due dates. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor records will stand as evidence of absences and failure to do the work.

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](#).

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first twelve (12) class days of a regular semester or the first four (4) 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) exist 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 accommodation should make an application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (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](#).

Obligation to Report Sex Discrimination under State and Federal Law

Midwestern State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. State and federal law require University employees to report sex discrimination and sexual misconduct to the University's Office of Title IX. As a faculty member, I am required to report to the Title IX Coordinator any allegations, personally observed behavior, or other direct or indirect knowledge of conduct that reasonably may constitute sex discrimination or sexual misconduct, which includes sexual assault, sexual harassment, dating violence, or stalking, involving a student or employee. After a report is made, the office of Title IX will reach out to the affected student or employee in an effort to connect such person(s) with resources and options in addressing the allegations made in the report. You are also encouraged to report any incidents to the office of Title IX. You may do so by contacting:

Laura Hetrick

Title IX Coordinator
Sunwatcher Village Clubhouse
940-397-4213
laura.hetrick@msutexas.edu

You may also file an online report 24/7 at
https://cm.maxient.com/reportingform.php?MSUTexas&layout_id=6

Should you wish to visit with someone about your experience in confidence, you may contact the MSU Counseling Center at 940-397-4618. For more information on the University's policy on Title IX or sexual misconduct, please visit <https://msutexas.edu/titleix/>

Pregnant and Parenting Students

To support the academic success of pregnant and parenting students and students with pregnancy related conditions, the University offers reasonable modifications based on the student's particular needs. Any student who is pregnant or parenting a child up to age 18 or has conditions related to pregnancy, may contact MSU's designated Pregnancy and Parenting Liaison to discuss support available through the University. The Liaison can be reached by emailing ruby.garrett@msutexas.edu or calling 940-397-4500. Should a student communicate with me that they are pregnant or have a pregnancy related condition or may need additional resources related to pregnancy or parenting, I will communicate that student's information to the Title IX Coordinator, who will work with the student and others, as needed, to ensure equal access to the University's education program or activity.

A pregnant student, a parenting student, or a student with pregnancy related conditions may be provided with supportive measures, based on the student's individualized needs, analogous to those provided to a student with a temporary medical condition, and provided such supportive measures do not fundamentally alter the nature of an education program or activity. Such supportive measures may include, but are not limited to:

For pregnant students:

- (1) Providing breaks during class to express breast milk, breastfeed, or attend to health needs associated with pregnancy or related conditions, including eating, drinking, or using the restroom;
- (2) Excusing intermittent absences to attend medical appointments;
- (3) Providing access to online or homebound education, including the providing of access to instructional materials and video recordings of lectures (to the extent such materials, recordings are made available to any student with an excused absence);
- (4) Facilitating changes in schedule or course sequence, including extensions of time for coursework and rescheduling of tests and examinations and/or providing opportunity to make up missed assignments/assessments (such time extensions shall be applied in the same manner as the University grants and provides ADA/504 accommodations for additional time);
- (5) Allowing a student to sit or stand, or carry or keep water nearby;
- (6) Offering counseling;
- (7) Facilitating changes in physical space or supplies (for example, access to a larger desk or a footrest);
- (8) Allowing the student to maintain a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals or unborn children;
- (9) Providing elevator access;
- (10) Facilitating a voluntary leave of absence from the University if the student is in good academic standing at the time the student takes a leave of absence, and facilitating a return to the student's degree or certificate program without being required to reapply for admission if the student remains in good academic standing; or

(11) Making other necessary changes to policies, practices, or procedures.

For Parenting Students:

- (1) Facilitating priority registration to the extent the University provides early registration for any other group of students; or
- (2) Facilitating a voluntary leave of absence from the University if the student is in good academic standing at the time the student takes a leave of absence, and facilitating a return to the student's degree or certificate program without being required to reapply for admission.

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

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

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 8/26 to 9/1	Chap 1 Strategic HRM	9/1/24 by 11:59 pm
Week 2 9/2 to 9/8	Chap 3 Legal and Ethical Environment	9/8/24 by 11:59 pm
Week 3 9/9 to 9/15	Chap 4 Job Analysis and Design	9/15/2024 by 11:59 pm
Week 4 9/16 to 9/22	Chap 5 Recruitment, Selection and Retention	N/A
Week 5 9/23 to 9/29	Writing Assignment #1 and Chap 6 Organ. and Employee Devel.	9/29/24 by 11:59 pm
Week 6 9/30 to 10/6	Chap 2 Healthcare Professions	10/6/24 by 11:59 pm
Week 7 10/7 to 10/13	Chap 7 Performance Mgt.	10/13/24 by 11:59 pm
Week 8 10/14 to 10/20	Quiz (Chaps 1 - 7)	Quiz Friday - 10/18/24 12:01 am - 11:59 pm Discussion 10/20/24 by 11:59 pm
Week 9 10/21 to 10/27	Chap 8 Compensation, Planning and Challenges	10/27/24 by 11:59 pm
Week 10 10/28 to 11/3	Chap 9 Benefits	11/3/24 by 11:59 pm
Week 11 11/4 to 11/10	Chap 10 Organized Labor	11/10/24 by 11:59 pm
Week 12 11/11 to 11/17	Writing Assignment #2	11/17/24 by 11:59 pm
Week 13 11/18 to 11/24	Chap 11 Diversity, Inclusion and Belonging and Chap 13 Employee Well Being	11/24/24 by 11:59 pm
Week 14 11/25 to 12/1	Break starts 11/26 Short week	N/A
Week 15 12/2 to 12/6	Chap 12 Applying Quality Improvement	12/6/24 by 11:59 pm

Week or Module	Activities/Assignments/Exams	Due Date
Monday 12/9/24	Final Exam (Cumulative)	Mon. 12/9/24 -12:01 am to 11:59 pm