



MIDWESTERN STATE UNIVERSITY
COLLEGE OF HEALTH SCIENCES & HUMAN SERVICES
RADIOLOGIC SCIENCES
MASTER OF SCIENCE PROGRAM

12/19

Course Number: RADS 5103 3 Credits Spring 2020

Course Title: Management Techniques

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Course Overview:

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

- Define concepts of organizational behavior for effective management.
- Identify current research in management practice.
- Define principles of performance appraisal, group theory, and conflict resolution.
- Describe effective techniques for influencing employee behavior, job satisfaction and employee attitude.
- Describe principles of time management, staffing and staff scheduling in management and organization theory.
- Assess the value of staff development and continuing education in effective management.
- Discuss managerial challenges to include diversity, temporary workers, organizational culture, reimbursement/coding issues, and interviewing procedures.

Textbooks:

Nelson, D. L., & Quick, J. C. (2013) *Organizational behavior: Science, the real world and you* (8th ed.). Mason Ohio: South-Western College Publishing.
[ISBN 13: 978-1-111-82586-7]

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.
[ISBN13: 978-1-4338-0561-5]

Additional course resources will be provided by the instructor.

Teaching Strategies:

Lecture/discussion, group activities & discussion, independent reading assignments, scholarly paper, independent reporting, and presentations.

Special Needs:

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 adjustments in its policies, practices, services, and facilities to ensure equal opportunity for qualified persons with disabilities to participate in all educational programs and activities.

The Office of Disability Services (ODS) provides information and assistance, arranges accommodations, and serves as a liaison for students, instructors, and staff. The ODS has assistive devices such as books on tape, recorders, and adaptive software which can be loaned to qualified individuals. A student / employee who seeks accommodations on the basis of disability must register with the Office of Disability Services in the Counseling Center, Clark Student Center Room 108. Documentation of disability from a competent professional is required.

Individuals with grievances related to discrimination or lack of accommodation on the basis of a disability are encouraged to resolve the problem directly with the area involved. If the matter remains unresolved, advice and/or assistance will be provided by the Office of Disability Services for resolution. The grievance procedure may be found in the Student Handbook and Activities Calendar.

The Director of the Counseling Center serves as the ADA Coordinator and may be contacted at (940)397-4618, TDD (940)397-4515, or 3410 Taft Blvd., Clark Student Center Room 108.

Attendance:

Without exception, students **MUST** attend and participate in both graduate seminar weekends to receive credit for this course.

Evaluation:

Scholarly Paper	40%
Organizational Assessment	20%
Electronic Discussions	20%
Presentation	10%
Class Participation	10%

Grade Scale:

A	100 - 90
B	89 - 80
C	79 - 70
D	69 - 60
F	59 and below

Honor System:

RADS 5103 adheres to the MSU Code of Conduct. In particular, academic dishonesty, however small, creates a breach in academic integrity. A student's participation in this course comes with the expectation that his or her work will be completed in full observance of the MSU Code of Student Conduct. A student should consult the MSU Student Handbook for answers to any questions about the code.

Many components of RADS 5103 are designed to be highly interactive with students helping each other learn. Students are encouraged to take full advantage of many resources available including Internet sites, handouts and module notebooks, other textbooks and journals, faculty, and peers. This interactive collegial learning environment is conducive for life-long learning.

Specific components of RADS 5103 are designed to represent the efforts of each student individually and are **NOT** to be shared. These components include the scholarly paper, performance appraisal evaluation, and poster creation, some of which are to be electronically submitted to the faculty.

When students submit their efforts for grading, they are attesting that they have abided by this rule.

Plagiarism includes, but is not limited to, the use of, by paraphrase or direct quotation without correct citation in the text and on the reference list, the published or unpublished

works of another person. Students may NOT submit papers and assignments that they have previously submitted for this or other courses. The use of materials generated by agencies engaged in "selling" term papers is also plagiarism. Students are encouraged to review the tutorials and suggested websites for more information about plagiarism. Papers and other assignments may be submitted to an external agency for verification of originality and authenticity.

Academic dishonesty (cheating, plagiarism, etc.) will not be tolerated in this class. Whenever a student is unsure of whether a particular situation will be interpreted as academic dishonesty, he/she should ask the instructor for clarification. If students are guilty of academic dishonesty, a grade of zero (0) may be given for the quiz, assignment, etc. Cases may also be referred to the Dean of Students for possible dismissal from the university.

PLEASE NOTE

By enrolling in this course, the student expressly grants 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. Specifically, faculty may submit student papers and assignments to an external agency to verify originality and authenticity, and to detect for plagiarism.

CLASS ACTIVITIES AND ASSIGNMENTS

Assignments will be submitted electronically as email attachments using the following guidelines:

- IBM compatible format (not MAC)
- Word 2003 or newer version
- Times New Roman 12-point font ONLY
- Standard 1" margins on all sides
- Double spaced
- Standard MSU Cover Page

Scholarly Paper - 40%

Scholarly paper topics must relate to Radiologic Science Administration / Management. Topics must be approved by the instructor (first come – first serve). A list of topics already selected by class members will be posted on the course WebCT.

Examples of management challenges include:

- Diversity Issues such as Cultural / Gender / Age / Ability Differences,
- Technology in the Workplace,

- Ethics Issues such as Sexual Harassment / Regulations / Social Responsibilities and Medical Ethics,
- Staffing Solutions,
- Continuing Education Solutions,
- Orientation Strategies,
- Motivators / Perks / Morale Boosters in the Workplace,
- Financial Issues.

Other ideas for topics can be gleaned from the textbook or from outside resources. See chart at syllabus end for due dates. Students will present their topics (as a Power Point presentation) to the class during discussion time the second class weekend.

The paper should use the standard MSU title page and be written in APA format. It should be **7-10 pages** in length, not counting the cover page, abstract, reference list, and any appendices. The paper should:

- Be based on the student's approved topic
- Be drawn from a variety of scholarly and peer-reviewed articles (more than 3 pages in length each) in scholarly journals. (at least three different sources)
 - Published within the last five years (2014 - 2019)
- Include appropriate APA in-text citations and reference list
- Demonstrate graduate level writing skills
- Be submitted as a Word document to the drop box by the due date in the chart at the end of the syllabus.

Organizational Assessment - 20%

Based on current place of employment discuss the following:

- **Management Structure**
 - Styles of leadership (organization and department)
 - Structure of organization (organizational flow chart)
- **Staffing Issues**
 - Reward and recognition system
 - Performance appraisal system (include frequency and sample)
 - Sources of stress for staff
 - Disciplinary process
- **Communication system used in organization**
 - Methods used by supervisors (by your supervisor and personally)
 - Barriers to communication
 - Non-verbal cues
- **Four challenges facing your organization (your place of employment) (choose two as described in your textbook). Describe how it affects your organization and more specifically your department.**
 - Globalization
 - Diversity

- Encouraging positive ethics, character, and integrity
- Technological innovations

This assignment should be compiled and submitted as a Word document or Power Point presentation and placed in the drop box by the due date. If you have paper copies of documents, you should scan them and include as part of the file. Include copies of organization chart, appraisal system, etc. as applicable. Some of this information may be tied into your literature review paper. Your assignment must include an appropriate MSU cover page and references (if applicable).

Presentation - 10%

Create a Power Point presentation to present your research paper to the class during the second seminar weekend. The presentation should reflect an overview (not necessary to discuss search or methods, just key findings and conclusions.) for the RADS 5103 scholarly paper. Each presentation will be 15 minutes in length with 5 minutes allotted for question/answer.

Electronic Discussion - 20%

Each student must introduce one significant workplace issue on the discussion board at an assigned time (you will be assigned a specific week by the professor). This forum is not for clinical-specific questions rather the issue must directly relate to management concepts you could encounter as a healthcare leader. Students should post their question/issue on the date assigned (the date will fall on a Monday). Each student should post a response by the following Monday. Please note the following:

- By the end of the semester, you should have posted one workplace issue (on your assigned week) and responded to other student's.
- Your post **MUST** use (and cite) two sources to support your response. Do not limit your source of information to your textbook. Valuable insight can be gleaned from peer-reviewed journals and professional publications.
- Responses to the post should be in APA format (including your references).
- If you posting student, please make sure you respond to your peer's questions within their responses.
- High quality, thoughtful, appropriate responses are expected. Open discussion is encouraged.

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 using the WebCT Discussion Tool.

*A sample discussion/format is posted on the discussion tool.

Class Participation – 10%

Each student is expected to prepare and to participate in class discussions and activities on each topic. The quality, relevancy, and consistency of each student's participation will be evaluated by the instructor according to the following factors:

- Verbal and nonverbal participation
- Awareness of group dynamics and supportive behavior towards others encouraging discussion and clarifying issues
- Evidence of familiarity with the issues involved in each topic scheduled for discussion
- Contribution of relevant observations from personal, professional, and/or academic experiences

2020 Tentative Class Schedule

RADS 5103	Due Date:
First Class Participation	January 24
Electronic Discussion	Weekly/ On-going
Paper Topic	February 09
Organizational Assessment	March 08
Scholarly Paper	April 19
Power Point Presentation	Bring to second class
Second Class Participation	May 8