



Course Syllabus: Healthcare Organizational Behavior & Management Theories

Robert D. & Carol Gunn College of Health & Human Services
HSAD 5103 Section X10 & Y11
Fall 2025: August 25 – December 12

Contact Information

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Course Description

This course provides the foundation for understanding the complex profession of health services administration. Theoretical frameworks and empirical analyses are used to emphasize the health services administrator's role in health care. The course demonstrates how health administrators help both providers and recipients of health care.

Textbook & Instructional Materials

Borkowski, N. & Meese, K. (2022). *Organizational Behavior, Theory, and Design in Health Care*. (3rd Ed.). Jones & Bartlett. ISBN:9781284194180

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Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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](#).

AI-Powered Writing Assistance

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.

In-person meeting dates

The course instructor will meet face-to-face on the following dates listed below to facilitate students studying on F-1 visas or other visa types. International students studying on visas are required to meet in person with the instructor during face-to-face meetings. If the instructor/graduate program coordinator at any point feels the student is neglecting to meet course requirements and "make normal progression towards a program of study," they would have the authority to require an in-person makeup class day/work and/or dismissal. Lack of in-person attendance will negatively affect student visa status and the global education office will be notified. All other online students enrolled in the course are welcome to attend the in-person meetings but are not required to attend.

Table 1: Class Meeting Dates and Times

Class will meet from 2:01pm- 3:00pm on the following dates in CE 240
September 1-Labor Day No Classes
September 15
September 29
October 6
October 20
November 3
November 17

Grading

Course Grade - Graded assignments with their percentage of total grade. Any student who receives two grades of C or less, or one F will be administratively removed from the program the term following the second C or D or the one F. The student in the master's or the graduate certificate programs may repeat one course in which a grade of C or lower has been earned with the approval of the department's academic review committee. A 3.0 overall grade point average is required for graduation, and students must have a grade of B or better in all courses in the major. Students who are seeking the graduate certificate must earn a grade of B or better in each of the courses to be awarded the certificate.

Table 2: Percentage allocated to each assignment

Assignments	Percentage
Discussions	30%
Student Led Seminar (Assignment & Discussion)	25%
Organizational Change Presentation	20%
Organizational Design Paper	25%
Total Percentage	100%

Table 3: Total points for final grade.

Grade	Points
A	90 to 100%
B	80 to 89%
C	70 to 79%
D	60 to 69%
F	Less than 60%

Discussions

I will post a specific question/case study/or discussion topic for certain weeks throughout the semester. Whenever possible the professor will try to design cases and questions that will help you explore issues that will help you in your future career. Each discussion topic will contain a variety of questions that will be explored during the discussions.

Student responses should be provided in the text window within the discussion area and NOT as an attachment.

Your responses must be carefully thought out, and draw upon the readings or other appropriate outside sources. For each discussion, students should post his/her discussion and also respond to others' posts (at least two classmates'). Initial discussion posts should include at least two peer-reviewed sources in addition to your text. Initial discussion posts should be between 250-300 words and responses should be at least 75-150 words. Peer responses should include at least one peer-reviewed source. The points earned depend on your context, the quote of the literature, your response to others, etc. Responses to others' posts should be thoughtful and add to the discussion – a response of "I agree" will not earn any points. Online discussions are meant to replace in-class discussions.

For the weeks designated with a discussion assignment, your initial entry should be posted by 11:59pm on Wednesday and your two responses should be posted by 11:59pm on Sunday. For example, your first week's assignment includes a discussion covering Chapter 1. The week begins on Monday. Your initial

discussion post must be made by Wednesday and your responses must be posted by Sunday. Late posts will result in reduced points.

DISCUSSION BOARD GRADING RUBRIC

In all discussion boards students are expected to:

- 1.) Raise thoughtful questions
- 2.) Incorporate content from readings
- 3.) Build on the ideas of others (but do not copy their ideas)
- 4.) Synthesize across readings and discussions
- 5.) Expand the class' perspective
- 6.) Appropriately challenge assumptions and perspectives
- 7.) Use citations to support post in proper APA format
- 8.) Initial post should be at least 200 words (approximately 1/2 page); read and respond to two classmate's posts as appropriate using 3), 4), and 6) as guiding elements (avoid "I agree" or "good post" type comments)

Seminar Assignment and Discussion

The purpose of these seminars is to review and discuss with your peers an area of interest to you regarding a topic in organizational behavior of your choice.

To begin, find one peer-reviewed journal article from the last five years addressing any aspect of organizational behavior that you find interesting. Create a summary of the article, including importance of the topic in leadership in the health science, and formulate three discussion questions related to the article. This summary should be approximately one page long, not including the references, and should follow current APA writing guidelines.

The student led seminars have two parts.

1. The first part of the assignment, consisting of an article summary, is due week 5.
2. The second part of the assignment is the discussion facilitation which will occur in week 6. For the discussion facilitation, you will post, as your original post, an electronic version or a link to your article, your summary, and your discussion questions. Throughout the module, you are responsible for encouraging and facilitating discussion prompted by your posted article and discussion questions. In addition, you must participate in at least two other discussion threads, and at least one of your response posts must include current, peer-reviewed literature to support your comments.

Organizational Change Presentation

The purpose of this presentation is to develop a plan that includes key steps needed to successfully implement change in an organization (real or

hypothetical). For this presentation, identify a problem in organizational leadership and/or structure related to an area that interest you.

The presentation must include:

- Provide a brief background of the organization and the issue in that setting
- Describe strategies to explore collective knowledge of the issue and brainstorm improvement ideas
- Describe strategies to motivate and foster positive attitudes
- Describe strategies to address conflict and resistance
- Describe your short-term and long-term goals
- Describe how you will measure them

This assignment should be 25-30 slides not including the title slide or references. Voiceover is required for your presentation. Adding a voiceover to a PowerPoint presentation can enhance your message and make your slides more engaging. You should follow current APA guidelines.

Organization Design Paper

The purpose of this paper is to design your own organization related to health sciences. You have been sought out as having current knowledge and expertise in organizational behavior and have been contracted to build and manage a new organization.

The assignment/paper should include:

1. Background/foundational Information

- a. Description of the type of organization you are designing. Give your organization a name.
- b. Written mission statement and noted values and philosophy of your organization.
- c. Organizational chart depicting the main positions of leadership and how you will incorporate an interdisciplinary focus.
- d. Describe one team that will function in your organization, include a description of your rationale for forming this team and describe how you will ensure the group will function effectively.

2. Leadership/Culture

- a. Description of the leader of your organization describing the leadership style and characteristics this leader should possess to be most successful.
- b. Description of the intended culture of the organization. What strategies will the leader use to promote a positive culture?
- c. Discussion of the flow of communication within the organization.
- d. Describe five strategies the leader will use to ensure effective communication.

- e. Description of motivational incentives. As the organization is new with limited financing and low salaries, what incentives will the leadership use to motivate staff?
- f. On the first day your organization opens you come across two employees arguing over responsibilities in the hallway. Describe how you, as a leader, should handle this situation and manage conflict.

3. What you bring for Change

- a. Describe and explain the characteristics and strategies you will bring to the organization to manage change effectively.

This paper should be 6-10 pages, not including title page, references, or appendices and should follow current APA guidelines. Title page, introduction, and conclusion required.

Extra Credit

Extra credit will not be granted in this course.

Late Work

Late work will not be accepted.

Important Dates

Deadline to file for graduation: September 22

Last Day to drop with a grade of "W:" November 24

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 course and students are required to regularly login and check for any announcements posted. Students are expected to attend all meetings of the classes in which they are enrolled. 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](#).

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) 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 accommodations should make 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](#).

College Policies

Campus Carry Rules/Policies

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 as 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 Rules and Policies](#)

Smoking/Tobacco Policy

Midwestern State University seeks to provide a safe, healthy, pleasant environment for its faculty, staff, and students. To this end, the use of tobacco products, including smoke and smokeless tobacco, and the advertising, sale, free distribution, and discarding of tobacco products shall be prohibited in all indoor and outdoor facilities and in all university vehicles. The policy extends to faculty, staff, students, vendors, guests, and visitors.

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.

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 the 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 [Undergraduate Catalog](#)

***Notice**

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

Course Schedule:

The following is a recommended schedule. We will work on a Monday thru Sunday schedule. **Please note that the last day of the semester is December 12, 2025.**

Course Schedule

Week	Activities/Assignments/Exams	Due Date
Week 1: August 25-31	1. Review Course Syllabus 2. Discussion: <ul style="list-style-type: none"> • "Get to know you" discussion 	Discussion: Only initial post due this week.
Week 2: September 1-7	1. Read: <ul style="list-style-type: none"> • Chapter 1, 2, & 3 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 1, 2, & 3 Power Points 2. Watch <ul style="list-style-type: none"> • Watch the videos located in the week 2 module 3. Discussion: <ul style="list-style-type: none"> • Healthcare Challenges/Diversity Discussion 	Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.
Week 3: Sep. 8-14	1. Read: <ul style="list-style-type: none"> • Chapter 4 & 5 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 4 & 5 Power Points 2. Survey <ul style="list-style-type: none"> • Complete Communication Survey 3. Discussion: <ul style="list-style-type: none"> • Communication discussion 	Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.
Week 4: Sep. 15-21	1. Read: <ul style="list-style-type: none"> • Chapter 6 & 7 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 6 & 7 Power Points 2. Watch <ul style="list-style-type: none"> • Watch video located in Wk 4 module 3. Discussion: <ul style="list-style-type: none"> • Motivational Theories Discussion 	Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.
Week 5: Sep. 22-28	1. Read: <ul style="list-style-type: none"> • Read the article in the Wk 5 module 2. Assignment <ul style="list-style-type: none"> • Complete the Article Summary for the Student-Led Seminar • Submit the summary in the dropbox 	Assignment: Submit your summary in the dropbox due Sep. 28 by 11:59pm.

<p>Week 6: Sep. 29-Oct. 5</p>	<p>1. Research:</p> <ul style="list-style-type: none"> • Research the topics presented in this week's discussions. <p>2. Discussion:</p> <ul style="list-style-type: none"> • Initial post- share an electronic version or link to your article, your summary, and your discussion questions. • Facilitate your discussion board. • Participate in at least two other discussion threads. 	<p>Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.</p>
<p>Week 7: October 6-12</p>	<p>1. Read:</p> <ul style="list-style-type: none"> • Chapter 14 & 15 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 14 & 15 Power Points <p>2. Watch</p> <ul style="list-style-type: none"> • Watch videos located in Wk 7 module <p>3. Discussion:</p> <ul style="list-style-type: none"> • Collaboration Discussion 	<p>Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.</p>
<p>Week 8: October 13-19</p>	<p>1. Read:</p> <ul style="list-style-type: none"> • Chapter 16, 17 & 18 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 16, 17 & 18 Power Points <p>2. Watch</p> <ul style="list-style-type: none"> • Watch videos located in Wk 8 module <p>3. Discussion:</p> <ul style="list-style-type: none"> • Groups Discussion 	<p>Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.</p>
<p>Week 9: October 20-26</p>	<p>1. Read:</p> <ul style="list-style-type: none"> • Chapter 11 & 12 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 11 & 12 Power Points • Article located in Wk 9 module <p>2. Discussion:</p> <ul style="list-style-type: none"> • Leadership Discussion 	<p>Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.</p>
<p>Week 10: October 27- Nov. 2</p>	<p>1. Read:</p> <ul style="list-style-type: none"> • Chapter 19 & 20 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> • Review Chapter 19 & 20 Power Points • Read articles located in Wk 10 module 	

Week 11: November 3-9	1. Assignment: <ul style="list-style-type: none"> Complete your Organizational Change Presentation and submit in the dropbox 	Assignment: Submit your presentation in the dropbox due Nov. 9 by 11:59pm.
Week 12: November 10-16	1. Discussion: <ul style="list-style-type: none"> Share your Organizational Change Presentation to the discussion board Review and comment on two peer's presentation 	Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.
Week 13: Nov. 17-23	3. Read: <ul style="list-style-type: none"> Chapter 9 & 10 in the <i>Organizational Behavior, Theory, and Design in Health Care</i> Review Chapter 9 & 10 Power Points Article located in Wk 13 module 4. Discussion: <ul style="list-style-type: none"> You as a Leader Discussion 	Discussion: Initial Post due Wednesday by 11:59 pm and peer responses due Sunday by 11:59pm.
Week 14: Nov. 24-30	Thanksgiving is this week so take a break, enjoy your time with friends and family. I am thankful for the great group of students in this class. You all have done a great job, keep it up!	
Week 15: Dec. 1-7	1. Assignment: <ul style="list-style-type: none"> Complete your Organizational Design Paper and submit in the dropbox 	Assignment: Submit your paper in the dropbox due Dec. 7 by 11:59pm.
Week 16: Dec. 8-12	1. Discussion: <ul style="list-style-type: none"> Course Reflection: Post on discussion board what you found most interesting about this course and improvements you would suggest. 	Discussion: post due December 12th by 11:59 pm. Only initial post due this week.