



Course Syllabus: Management Techniques  
College of Health Sciences in Radiology Sciences  
RADS 5103  
Spring 2023

Contact Information

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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* (7<sup>th</sup> ed.). ISBN 978-1-4338-3216-1
2. Nelson, D. & Quick, J, (2013). *Organizational behavior: Science, the real world, and you* (8<sup>th</sup> 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-2020-21](#)

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Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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

## 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

Assignment	Weight
Weekly 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. Write a literature review based on an article 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. High quality, thoughtful, appropriate responses are expected.

In addition, you are expected to respond to two of your peer's posts by Friday, again, using and citing sources 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 29, February 12, February 26, March 19, April 2, and April 23.**

### **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. 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 **February 12, 2023** and should be submitted to the appropriate drop box.

### **Lit Review Submission**

Each student will read the articles shown in the schedule and complete a 2–3(MAXIMUM) page (excluding cover page and reference) review of the articles using APA guidelines. The article will be provided.

Identify the following when reading the articles, this makes it easier to write the review.

1. Objectives: what does the article set out to do?
2. Concepts: what are the central concepts? Are they clearly defined?
3. Argument: what is the central argument?
4. Evidence: is evidence provided? How adequate is it?
5. Conclusion: a brief overall assessment.

**The lit review will be graded on the following criteria (see rubric listed under Files):**

1. An initial identification of the article (author, title of article, title of journal, year of publication, and other details that seem important, and an indication of the major aspects of the article you will be discussing. This information should be provided in the abstract.
2. A critical discussion of 2-3 key issues raised in the article. This section is the core of your review. You need to make clear the author's own argument before you criticize and evaluate it. Also, you must support your criticisms with evidence from the text or from other writings (textbooks). You may also want to indicate gaps in the author's treatment of a topic.
3. A final evaluation of the overall contribution that the article has made to your understanding of the topic (and maybe its importance to the development of knowledge in this particular area or discipline, setting it in the context of other writings in the field).
4. APA format – APA formatting requires the minimum sections: the title page, main section, and references list
5. Content and grammar will affect the grade.

The literature review due dates are **February 26, 2023** and **April 2, 2023**. Submit the reviews to the appropriate drop box.

### **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). The articles should be published within the last five years (2017-2023).
- 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 23, 2023**

Scholarly paper topics must be related to healthcare, preferably imaging specific. Topic ideas must be submitted by **February 5, 2023** 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.

Your paper topic will be presented in class the second weekend. 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 17-20, 2023

Deadline to file for May graduation: February 20, 2023

Spring Break: March 13 -18, 2023

Last Day to drop with a grade of "W:" March 27, 2023

Holiday Break: April 5-10, 2023

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) 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

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.

### **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**

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.

## Course Schedule

Date	Discussion Question entry by Wednesday 11:59 pm	Responses to discussion questions by Friday 11:59 pm	Course Assignments	Other Due Dates
<u>January 17</u> First weekend				No assignments or preparation required. Please try to have your textbooks by the first weekend.
<u>January 29</u> Discussion Question	Feb 1	Feb 3		
<u>Feb 5</u>				<b>Submit Paper topic idea by February 6, 2022</b>
<u>February 12</u> Discussion Question/ Org Assessment	Feb 15	Feb 17	Organizational Assessment Power Point due by February 12, 2023. Submit to the appropriate drop box by 11:59 pm (CST)	
<u>Feb 26</u> Discussion Question Lit Review	March 1	March 3	First literature review due by Feb 26, 2023. Submit to the appropriate drop box by 11:59 pm (CST)	Harms, S. (2018). Employee engagement and organizational success. <i>Radiology Management</i> .
<u>March 13 – March 18</u>	Spring Break			No assignments due
<u>March 19</u> Discussion Question	March 22	March 24		
<u>April 2</u> Discussion Question Lit Review	April 5	April 7	Second lit review due on April 2, 2023	Rinehart, B (2021). Eight practical steps to build resilience. <i>Radiology Management</i>
<u>April 23</u> Discussion Question Scholarly Paper	April 26	April 28	Scholarly paper due by April 23, 2023. Submit to the appropriate drop box by 11:59pm	
<u>May 5</u> Second meeting				<b>Paper presentations in class</b>



### Summary Table of Course Deadlines

<b>Management Techniques RADS 5103</b>	<b>Date</b>
First Class Meeting	January 27 <sup>th</sup>
Paper Topic	February 5 <sup>th</sup>
Organizational Assessment	February 12 <sup>th</sup>
First literature review	February 26 <sup>th</sup>
Second literature review	April 2 <sup>nd</sup>
Scholarly Paper	April 23 <sup>rd</sup>
Second Class Meeting (Presentations)	May 5 <sup>th</sup>