

## Syllabus Minor B 213 MHPS

<b>Module : 213</b>	<b>Management Tools in Health Services and Systems</b>
<b>UE coordinator</b>	<p>Stephen Mick, Ph.D., Professor Emeritus Virginia Commonwealth University and Affiliate Professor IFROSS, Université Jean-Moulin Lyon 3 <a href="mailto:ssmick@vcu.edu">ssmick@vcu.edu</a></p> <p>Larry Brown, Ph.D., Professor School of Public Health Columbia University</p>
<b>Dates</b>	November 14 <sup>th</sup> to 18 <sup>th</sup> 2016
<b>Credits/ECTS</b>	3 ECTS
<b>Duration</b>	5 days of 6 hours = 30 hours
<b>UE description</b>	<p>Managing health services and public health organizations is one of the most challenging tasks there is. This module concerns some of the basic issues involved in this management realm, introducing students to the following topics: mission, goals, objectives; organizational design and structure; organizational control; organizational environments; strategy and strategic planning; change and innovation. Students use the case method for pulling these topics together into an overall “organizational diagnosis” and approaches to improving organizational performance.</p>
<b>Prerequisites</b>	Working knowledge of Excel.
<b>Course learning objectives</b>	<p>At the end of the module, the students should be able to:</p> <ul style="list-style-type: none"> <li>• Develop an integral statement of organizational mission, goals, and objectives.</li> <li>• Understand and select appropriate designs and structures given the organizational tasks to be performed.</li> <li>• Formulate what appropriate organizational control mechanisms are required given organizational designs and goals.</li> <li>• Understand and predict the multifarious impacts of organizational environments on organizational action.</li> <li>• Formulate appropriate organizational strategies given internal and external organizational assessments of capabilities.</li> <li>• Understand how organizational change is undertaken.</li> <li>• Understand the impact of health policy on public health organizations.</li> </ul>
<b>UE Structure</b> (details of sessions title/speaker/date/duration )	<p><b><u>Details of the sessions:</u></b></p> <p><b>Session 1:</b> Why the formal study of organizations is required in public health. The importance of clear organizational mission, goals, and objectives. Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA. November 14<sup>th</sup> 2016: 9h-12h; 14h-17h.</p> <p><b>Session 2:</b> The variety of organizational designs and structures in shaping organizational activity that leads to improved performance. The “Professional Bureaucracy” model. Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA. November 15<sup>th</sup> 2016: 14h-17h.</p> <p><b>Session 3:</b> General concept of management control, what control is, how it works, what a control cycle is, what is “tight” versus “loose” control. Elements of organization theory will be</p>

	<p>integrated into this material.  Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA, November 15<sup>th</sup> 2016: 9h-12h.</p> <p><b>Session 4:</b> Financial Control. Application of the control model to financial performance of health care organizations: emphasis on income statements, balance sheets, cash flow, budgeting, and budget variance.  Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA, November 16<sup>th</sup> 2016: 14h-17h.</p> <p><b>Session 5:</b> Organizational environments. The importance of different types of operating environments on organizational activities. How environments affect organizational performance. How to assess different kinds of organizational environments.  Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA. November 16<sup>th</sup> 2016: 09h-12h.</p> <p><b>Session 6:</b> Strategy and Strategic Planning &amp; Decision Making to improve organizational performance. How internal and external organizational assessments are done and what they consist of.  Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA. November 17<sup>th</sup> 2016: 14h-17h.</p> <p><b>Session 7:</b> Organizational change. Why organization change is so difficult. How organizations are able to respond to different task environments and changing circumstances.  Instructor: Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA November 17<sup>th</sup> 2016: 9h-12h.</p> <p><b>Session 8:</b> Case presentation by teams of students of the Sunshine County Health Department.  Instructors Stephen Mick, Ph.D. Virginia Commonwealth University, Richmond, Virginia, USA.; November 18<sup>th</sup> 2016: 14h-17h.</p> <p><b>Sessions 9-10:</b> Health policy and management. How health policy can be understood by operating managers. How health policy affects organizational action.  Instructor: Larry Brown, Ph.D., Columbia University, New York, NY, USA, November 18<sup>th</sup> , 2016: 9h-12h &amp; 14h-17h.</p>
<b>Course requirements</b>	Attendance at class, participation in group exercises, completion of readings and homework assignments.
<b>Grading and assessment</b>	Class assessment: 50% Grade Final exam: 50% Grade
<b>Location</b>	George Sand EHESP Paris Campus

**Readings**

Sunshine County Clinic Case Study (REAL)

M. Porter: The Five Competitive Forces That Shape Strategy, Harvard Business Review

John R. Griffith, and Kenneth R. White, Chapter 14, "Planning and Internal Consulting," The Well-Managed Healthcare Organization, Sixth Edition, Chicago: Health Administration Press, 2002, pp. 551-584.

John R. Griffith, and Kenneth R. White, Chapter 15, "Marketing and Strategy," The Well-Managed Healthcare Organization, Sixth Edition, Chicago: Health Administration Press, 2002, pp. 585-631.

C.R. McConnell, "Larger, Smaller, and Flatter: The Evolution of the Modern Health Care Organization," Health Care Manager, 24(2): 177-188.

M.A. Roberto, M.A., M.J. Bohmer, and A.C. Edmondson, "Facing Ambiguous Threats." Harvard Business Review, 84(11), 106-113.

L. McCreary, "Kaiser Permanente's Innovation on the Front Line," Harvard Business Review, 88(9), 92-127.

C.M. Christensen, M.P. Chow, and W.S. Goshert, "Disruptive Innovation for Social Change," Harvard Business Review, 84(12), 94-101.

J.F. Damore, "Making Evidence-Based Management Usable in Practice," Frontiers of Health Services Management, 22(3), 37-39.

A.R. Kovner and T.G. Rundall, "Evidence-Based Management Reconsidered," Frontiers of Health Services Management, 22(3), 3-22.