



HPM 728.967
Leadership and Workforce Management Strategies
Department of Health Policy and Management
Gillings School of Global Public Health
(Credit Hours: 4)
Spring 2019

On Campus: December 10, 2018 and April 27-28, 2019
Online: Tuesday 7:30 pm – 9:30 pm ET January 8 through April 23, 2019

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Course Overview and Format

This course provides an introduction and overview to leadership, management, human resources and organizational behavior. An overarching goal of the course is to help students develop an understanding of the need for alignment between leadership, management, HR practices, and the organization's strategy and mission. In addition to the all-day workshops to begin and conclude the semester, the course will consist of weekly online sessions with case exercises alternating with lecture/discussions.

Learning Objectives

Course Learning Objectives and Competencies

1.	Gain and demonstrate basic familiarity with regard to key organizational behavior theories and concepts related to leadership and management.	Organizational Awareness; Systems Thinking
2.	Identify key features of strategic human resources management and distinguish between strategic and operational HR activities and functions	Human Resources Management; Strategic Orientation; Systems Thinking
3.	Understand and explain the uniqueness of structures, processes, and interactions in health care organizations as they relate to leadership, management and policy	Analytical Thinking; Process Management and Organizational Design

4.	Understand and explain the key features of job design, recruitment, selection, performance management, compensation, and training, and their interrelationships	Human Resources Management; Professionalism; Communication Skills; Systems Thinking
5.	Understand and explain the different roles and specific challenges for leadership and management in health care.	Analytical Thinking; Organizational Awareness
6.	Develop and practice one's own skills in managing the workforce, including negotiation, performance feedback, and team leadership.	Interpersonal Awareness; Professionalism; Communication Skills
7.	Practice, hone, and demonstrate teamwork skills (e.g., leadership, collaboration, communication) in consulting team assignments and case analyses.	Team Dynamics; Professionalism; Communication Skills

Course Organization and Requirements

Overview

In addition to the two on-campus workshops there will be weekly on-line classes using *Adobe Connect*, further divided into eight two-week modules. The first week of each module will be lecture, discussion, and on selected dates, team presentations. Class participation is strongly encouraged; this is a factor central to the success of the course. The second week of each module will include team-based case discussions and online team presentations.

There are eight individual assignments and eight team assignments across the semester, due in alternating weeks. For team deliverables only one deliverable per team is necessary. Guidance for individual and team deliverables will be posted under the Sakai Assignment tab and under Resources for the relevant week. Attendance and participation in the online sessions will be monitored and considered in the final grade, along with completing the Mid-Semester and End-of-Semester Team Assessments. A detailed course schedule by module and week is posted on Sakai and considered integral for the course.

Leadership issues are in the news virtually every day. To bring at least some of this current content into the class, teams will be assigned to present one *Leadership in Eight* presentation during the semester. On selected weeks, a team will be assigned to conduct a *Leadership in Eight* Presentation. On the assigned day, a team will conduct a presentation of no more than eight minutes on significant leadership-related news that has been reported on in the past 30 days. Each team will present a summary of the issue and why it is significant, and provide citations to at least two sources used in preparing the presentation. PowerPoint or other presentation format should be used and uploaded to Sakai.

Similarly, on other selected weeks, a team will be assigned to facilitate an eight-minute discussion of a chapter from the assigned book by Peter Northouse (see book reference below). Using PowerPoint or other presentation format, teams should (1) provide a brief summary of the main points of the chapter (1-2 minutes), and (2) present 3-4 questions for the class to discuss.

Required Readings

Journal articles and other assigned readings are posted under Resources on the Sakai course website, as well as through electronic reserve ("e-Reserve") from the Health Sciences Library (HSL), also accessible through the course web site. Other texts, references, resources, and readings will be posted as the

semester progresses. It is critical that all reading be completed before online sessions, especially for the evenings when cases will be discussed in teams.

Texts and articles, by definition, become dated the moment they are completed, let alone published. The internet and other “real-time” sources, therefore, are of increasing importance, even if their reliability must be constantly held suspect. Students are encouraged to seek out information from the published literature as well as web searches.

Note that complete citations of sources and websites must be provided in any submitted assignments. Please see the section on the UNC Honor Code later in this syllabus.

Textbook

There is one book required this semester:

Northouse, Peter Guy. *Leadership: theory and practice*. 8th ed. Thousand Oaks: SAGE, 2018. Print or e-book.

Cases:

Several cases used in this course are available on Sakai. However, due to copyright issues, two cases must be purchased from the Harvard Business School Press. The cases are sold as a package. Note that only two materials in the package are required; the audio version is not required. To obtain the cases, go to the website below.

<https://hbsp.harvard.edu/import/598400>

Course Website

The course website has been set up using *Sakai*. All registered students are automatically enrolled in the site. This website will be used extensively during the course, and students should check the site frequently for announcements, changes to the schedule, and access to readings. Lecture slides and other material will be posted. All written assignments will be turned in via the *Sakai* Assignment tool according to the course schedule.

Requirements and Expectations

Hardware requirements: This is a partially online class. Requirements are a computer with speakers and a microphone or a headset, and a strong internet connection. You will not be able to call in to the class by telephone.

Level of Effort: It is expected that you will attend all online classes. Because we meet only once a week, missing a class means missing a significant portion of the material. In addition to class, you will devote two to five hours per week to the reading, exercises and watching any required videos.

Team Exercises: Throughout the semester you will have team projects and discussions during scheduled class sessions, as well as a final team project. Teams will be assigned at the beginning of the semester. You will be asked during the semester to provide feedback to your fellow team members. In order to receive points for this portion of your grade, you must complete both assessments for all members of your team.

Grading

Component	Points	Comments
Individual Assignments (eight total, 5 points each)	40	
Team Case Assignments and Presentations (eight total, 5 points each)	40	All team members receive the same grade
Mid- and End-Semester Team Assessments (2.5 points each)	5	Must complete for points
Team <i>Leadership in Eight</i> Assignments	10	
Team Facilitation of Northouse text	5	
Total	100	

Grading Scale

Students will earn their final course grades based on the following grading scale (see <http://handbook.unc.edu/grading.html> for more information about UNC Graduate School grading):

92 or above	H	(High Pass – Clear Excellence)
75 to 91.9	P	(Pass – Entirely Satisfactory Graduate Work)
60 to 74.9	L	(Low Pass – Inadequate Graduate Work)
Below 60	F	(Fail)

Course Policies

Carolina Course Evaluation System

HPM participates in the Carolina Course Evaluation System (CES), an online course evaluation tool enabled at the end of each semester. Your responses will be anonymous, with feedback provided in the aggregate. Open-ended comments will be shared with instructors, but not identified with individual students. Your participation in CES is an expectation, since providing constructive feedback is a professional obligation. Feedback is critical, moreover, to improving the quality of our courses, as well as for instructor assessment. You will be notified by the school of the opening and closing dates for completing course evaluations.

Recognizing, Valuing, and Encouraging Diversity

The importance of diversity is recognized in the mission statement of HPM. In the classroom, diversity strengthens the products, enriches the learning, and broadens the perspectives of all in the class. Diversity requires an atmosphere of inclusion and tolerance, which oftentimes challenges our own closely-held ideas, as well as our personal comfort zones. The results, however, create a sense of community and promote excellence in the learning environment. This class will follow principles of inclusion, respect,

tolerance, and acceptance that support the values of diversity.

Diversity includes consideration of: (1) life experiences, including type, variety, uniqueness, duration, personal values, political viewpoints, and intensity; and (2) factors related to “diversity of presence,” including, among others, age, economic circumstances, ethnic identification, family educational attainment, disability, gender, geographic origin, maturity, race, religion, sexual orientation, social position, and veteran status.

UNC Honor Code

The principles of academic honesty, integrity, and responsible citizenship govern the performance of all academic work and student conduct at the University as they have during the long life of this institution. Your acceptance of enrollment in the University presupposes a commitment to the principles embodied in the Code of Student Conduct and a respect for this most significant Carolina tradition. Your reward is in the practice of these principles.

Your participation in this course comes with the expectation that your work will be completed in full observance of the Honor Code. Academic dishonesty in any form is unacceptable, because any breach in academic integrity, however small, strikes destructively at the University's life and work.

Each student will be expected to review the materials on plagiarism from the UNC Library: <http://guides.lib.unc.edu/c.php?g=9028&p=45251>. **Make sure to review all the information contained in all the tabs on the website.** It is an honor code violation to plagiarize materials, which includes (but is not limited to), taking direct quotations from other documents without properly citing it. (For example, it is plagiarism if you include a direct quotation and include the reference, but do not include quotation marks. Anything taken verbatim must include quotation marks—and you should use direct quotations sparingly).

If you have any questions about your responsibility or the responsibility of faculty members under the Honor Code, please consult with someone in either the Office of the Student Attorney General (919-966-4084) or the Office of the Dean of Students (919-966-4042).

Read “The Instrument of Student Judicial Governance” (<http://instrument.unc.edu>).

Course Schedule and Assignments

The instructor reserves to right to make changes to the syllabus, including assigned readings and due dates for projects and assignments. These changes will be announced as early as possible.

The instructions and due dates are posted for all assignments on Sakai (assignments tab). All assignments must be submitted through Sakai for credit.

These are the due date and time guidelines for each type of assignment:

- **Individual Assignments** are due immediately before class on the due date (7:30 p.m. ET))
- **Team Assignments** are due within 48 hours of the end of the online meeting time (9:00 p.m. ET). *Only one submission per team is required.*
- **Team Leadership in Eight Presentations** are due no less than 24 hours before the online meeting time (7:30 p.m. ET). *Only one submission per team is required.*
- **Team Northouse Facilitations** are due no less than 24 hours before the online meeting time (7:30 p.m. ET). *Only one submission per team is required.*

Late Activity Policy

Assignments received after the due date and time will have 10% of the grade deducted for each day (or portion thereof) that the assignment is late. Please be aware that Sakai will not allow you to upload deliverables after the due date and time noted on the assignment. **All times are Eastern.** Please note that the submission time for all assessments and activities is determined by Sakai’s internal clock rather than the clock on the student’s computer. For this reason, it is highly recommended that students submit all materials early in order to avoid missing the cutoff. Also, at times Sakai can be slow, so please do not wait until the very last minute to upload assignments. If you are having problems uploading an assignment before the due date and time, email the instructor and TA immediately, and attach the assignment. Students in need of extensions due to a true emergency should contact the instructor as soon as possible, ideally before the due date.

Course Schedule

Module	Date	Topics	Readings
On-campus session	12/10/18	Introduction Course Overview	Syllabus and Sakai website “Discovering Your Authentic Leadership” (George et. al) “Why Should Anyone Be Led By You?” (Goffee and Jones) “What Leaders Really Do” (Kotter)
1	01/08/19	Organizational Behavior Systems Thinking	“A Definition of Systems Thinking: A Systems Approach” (Arnold and Wade) “Manager’s Job: Folklore and Fact” (Mintzberg)
	01/15/19	Case: “Escape Fire”	“Escape Fire” (Berwick) “Escape Fire – The Leadership Moment” (Useem)
2	01/22/19	The Legal and Ethical Contexts	“Employment law, employee relations, and healthcare” (Maynard) “It’s not unlawful to be a jerk. Really.” (Robertson) “Leadership Ethics” (Chapter 13, Northouse)
	01/29/19	Gender and Leadership	“Gender and Leadership” (Chapter 15, Northouse) View Iris Bohnet video IAT for Gender-Career (Project Implicit)
3	02/05/19	Internal Process Issues Managerial Roles	“Discipline of Teams” (Katzenbach) “The Folly of Rewarding A While Hoping for B” (Kerr) “Building Your Company’s Vision” (Collins and Porras) “Why Teams Don’t Work” (Coutu)
	02/12/19	Case: Veterans Health System Reform	“Extreme Makeover: Transformation of Veterans Health Care System” (Kizer and Dudley) Scan/read others as posted
4	02/19/19	Job Design Employee	“Recruitment, selection and retention” (Fried and Gates) Chapter 7, Fried BJ and Fottler MD. <i>Human</i>

		Recruitment and Selection	<i>Resources in Healthcare: Managing for Success</i> , 2015 "We Googled You" (Coutu) "The Skills Gap Myth: Why Companies Can't Find Good People" (Cappelli)
	02/26/19	Case: "SG Cowen: New Recruits"	"SG Cowen: New Recruits" (Can be purchased in the coursepack at the following link: https://hbsp.harvard.edu/import/598400)
5	03/05/19	Case: Public Health Response to Hurricane Katrina	FEMA Final Report (Chapter 5) Other Hurricane Katrina material posted "Recognition-primed decision-making" (Klein)
N/A	03/12/19	NO CLASS – SPRING BREAK	
6	03/19/19	Performance Management	"Performance Management" (Chapter 8, Fried BJ and Fottler MD. <i>Human Resources in Healthcare: Managing for Success</i> , 2015) "The pros and cons of 360-degree feedback" (Carson) "Get rid of the performance review!" (Culbert) "Why stack ranking is a terrible way to motivate employees" (Business Insider)
	03/26/19	Case: "Performance Management at Vitality Health Enterprises"	"Performance Management at Vitality Health Enterprises" (Can be purchased in the coursepack at the following link: https://hbsp.harvard.edu/import/598400)
7	04/02/19	Organizational Design and Innovation	"Balanced Scorecard..." (Kaplan and Norton) "Having trouble with your strategy..." (Kaplan and Norton) "Transforming Organizations" (Golden) "Leading Change: Why Transformation Efforts Fail" (Kotter)
	04/09/19	Case: "Reorganization of Primary Care at Blackwell Medical Center"	"Reorganization of Primary Care at Blackwell Medical Center"
8	04/16/19	Developing Others	"Followership" (Chapter 12, Northouse) View Jeff Koplman interview
	04/23/19	Case: TBA	TBA
On-Campus Session	04/27-28/19	TBA	TBA

Assignment Schedule

The instructor reserves the right to make changes to the syllabus, including assigned readings and project due dates. These changes will be announced as early as possible.

Please Note:

- *In order to receive credit for the assignment, ALL assignments must be uploaded to Sakai unless alternative arrangements have been made with the instructor.*
- *In any cases where the due dates and times differ between the assignment description (text or attachment) and the assignment entry on Sakai, use the assignment entry information.*

Due Date and Time (All times Eastern)	Type	Description (Please see specific instructions on the assignments entry on Sakai)	Who
1/15, 7:30 p.m.	Individual	"Escape Fire" Individual Write-Up	All
1/17, 9:00 p.m.	Team	"Escape Fire" Team Case Write-Up	All Teams
1/21, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 6 Only
1/21, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 8)	Team 1 Only
1/22, 7:30 p.m.	Individual	Law Case Study and Ethics Reflection Write-Up	All
1/27, 9:00 p.m.	Individual	Project Implicit Career-Gender IAT Results	All
1/28, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 5 Only
1/28, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 9)	Team 2 Only
1/31, 9:00 p.m.	Team	Northouse Chapter 15 ("Gender and Leadership") Assigned Case Write-Ups	All Teams
2/4, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 4 Only
2/4, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 10)	Team 3 Only
2/5, 7:30 p.m.	Individual	Assessments and Kerr Article Write-Up	All
2/14, 9:00 p.m.	Team	VHA Case Study Write-Up	All Teams
2/19, 7:30 p.m.	Individual	Employee Selection Write-Up	All
2/28, 9:00 p.m.	Team	"SG Cowen: New Recruits" Case Write-Up	All Teams
3/4, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 1 Only
3/4, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 11)	Team 4 Only
3/5, 7:30 p.m.	Individual	Hurricane Katrina Individual Write-Up	All
3/7, 9:00 p.m.	Team	Hurricane Katrina Case Study Group Write-Up	All Teams
Spring Break – No Assignments Due			
3/19, 7:30 p.m.	Individual	Performance Management Individual Write-Up	All
3/28, 9:00 p.m.	Team	"Performance Management at Vitality Health Enterprises, Inc." Case Study Group Write-Up	All Teams
4/1, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 2 Only
4/1, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 14)	Team 5 Only
4/2, 7:30 p.m.	Individual	Balanced Scorecard Individual Write-Up	All
4/11, 9:00 p.m.	Team	Blackwell Medical Center Case Study Write-Up	All Teams
4/15, 7:30 p.m.	Team	"Leadership in Eight" Team Presentation	Team 3 Only
4/15, 7:30 p.m.	Team	Team Northouse Facilitation (Chapter 16)	Team 6 Only
4/16, 7:30 p.m.	Individual	Followership Questionnaire Individual Write-Up	All
4/25, 9:00 p.m.	Team	Case Study Write-Up	All Teams