New Course Request

Indiana University

South Bend Campus

Check Appropriate Boxes: Undergraduate credit [x] Graduate credit [ ] Professional credit [ ]

1. School/Division: Business & Economics
2. Academic Subject Code: BUS-116
3. Course Number: 402 (must be cleared with University Enrollment Services)
4. Instructor: Dr. D. Singh
5. Course Title: Systems of Healthcare Delivery: Hospital Organization and Management
   Recommended Abbreviation (Optional):
   (Limited to 32 Characters including spaces)
   (see attached)
6. First time this course is to be offered (Semester/Year): Summer 2008
7. Credit Hours: Fixed at __3__ or Variable from ______ to ______
8. Is this course to be graded S-F (only)? Yes [x] No [ ]
9. Is variable title approval being requested? Yes [x] No [ ]
10. Course description (not to exceed 50 words) for Bulletin publication:
    (see attached)
11. Lecture Contact Hours: Fixed at __2.5__ per week or Variable from ______ to ______
12. Non-Lecture Contact Hours: Fixed at __0__ or Variable from ______ to ______
13. Estimated enrollment: __20__ of which __0__ percent are expected to be graduate students.
14. Frequency of scheduling: Once Year Will this course be required for majors? [x] Yes (Healthcare)
15. Justification for new course: New Business Concentration
16. Are the necessary reading materials currently available in the appropriate library? [x] Yes
17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.
18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.
19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by: [Signature]
Department Chairman/Division Director
Date: 12/7/07

Approved by: [Signature]
Dean
Date: 12/10/07

Chancellor/Vice-President
Date:

University Enrollment Services
Date:

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

UPS 721
University Enrollment Services Final—White; Chancellor/Vice-President—Blue; School/Division—Yellow;
Department/Division—Pink; University Enrollment Services Advance—White
BUS-H 320 Systems of Health Care Delivery (3 cr.) This course examines the foundations and historical precedents for the current health care system in the United States. It also covers the structures, processes, and policies for delivering health care services, and briefly reviews alternative systems used in other countries.

BUS-H 352 Health Care Financial Management (3 cr.) P: BUS-A 201, P: BUS-A 202. An introductory course that includes an overview of financial statements, costing of health care services, breakeven analysis, pricing decisions, budgeting, cost control, and basic financial management concepts such as time value analysis and financial risk.

BUS-H 354 Economics of Health Care (3 cr.) P: BUS-E 103, BUS-E 104. This course acquaints students with the application of economic principles to the delivery of health care services. It examines the demand-side and supply-side characteristics of health care, the economics of private and public health insurance, and the economic perspectives of health care policy.

BUS-H 402 Hospital Organization and Management (3 cr.) P: BUS-H 320. An overview of the governance, organization, and operational management of major institutions of health care delivery. Topics such as performance measurement, quality and economy, and organized physician and nursing services are included.

BUS-H 411 Management of Long-term Care Facilities (3 cr.) This course covers the organization and management of long-term care facilities, with particular emphasis on skilled care nursing homes. Topics include community and client exchanges, the legal and regulatory environment, financing and reimbursement, clinical organization and processes of care delivery, and managing the organization.
Hi Susan,

As you may be aware, due to restructuring of SPEA, an undergraduate degree program, Health Care management, has been assigned to B&E for development and offering next fall. Initially it was assumed that course changes will be sufficient for this new program in B&E as we have planned to offer the program next fall. However, recently we have been told that we have to submit these on forms for new courses and get the approval of the Senate Curriculum Committee before posted for remonstrance. I was told you have scheduled your meeting on December 14th at 10:00 AM. Would you please let me know if that is correct. We are trying our best to get our course posted for remonstrance as we have already scheduled for the fall. The faculty members involved in the program are working on these forms and they should be ready soon. I need to get the approval of the B&E Curriculum Committee and the Dean’s signature for these forms. Would you please let me know when would be the latest that I can bring these to you so that the Committee can review them in this last meeting?

Thank you,

Asghar Sabbaghi

Asghar Sabbaghi, PhD
Associate Dean and
Professor of Decision Sciences
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South Bend, IN 46615

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E-Mail: SABBAGHI@IUSB.EDU
H402 Hospital Organization and Management  3 (U) cr

Course Description
An introductory course on the management of community hospitals and other types of health care organizations. This is a Senior-level course, and may not be appropriate for students who have not reached at least the mid-Junior level (roughly 70 credits). H320 is a prerequisite for this course, and it is designed specifically for students pursuing the BSHSM major or minor.

Course Objectives
To meet course expectations by the end of the semester, students must:
1. Demonstrate a clear understanding of the operational principles that govern effective management of hospitals and other types of health care organizations. This area will be tested through mini exams and a comprehensive exam.
2. Demonstrate application of principles learned through case analysis.
3. Link and apply course learning to an actual health care organization through a project.
4. All formal written work must demonstrate proficiencies in formal written communication and report writing at least at the Junior level.

Required Text

Course Format: Class learning format includes lecture, student contributions, and case discussions. The main purpose of class lectures is to clarify the difficult concepts encountered in the textbook. Students must come prepared for class by studying in advance assigned readings from the textbook or assigned cases for class discussion. Students should bring the textbook to class. Each week’s readings will be posted on Oncourse. Selected cases will be placed on reserve in the library. Two cases will be assigned as graded homework. Students will be required to do a final project which they will also present in class along with a formal written report of the project. The course also includes one term exam. The exam will consist of essay questions.

Student Performance and Determinants of Success:
While the suggestions given here do not guarantee success, past experience shows that successful students follow these rules very seriously:
- Regularly attend class, and be on time. Come prepared for class. If a student misses class for any reason, a three-page formal written summary of the assigned reading will be required. The purpose of the written summary is for the student to demonstrate an understanding of the materials. Depending on the quality of the summary, the student will incur a penalty of between 0 (good summary) and 5 points (summary not submitted). The written summary will include an introductory paragraph that clearly explains (not just provides a listing of) the main theme(s) encountered in the reading. The bulk of the summary will focus on a clear explanation of what the student has understood. The final paragraph will conclude with implications, applications, or recommendations based on the student’s understanding of the reading.
- Attentively listen in class and take notes. Keep notes organized. Self-distraction or distracting others is totally counterproductive. Listening is as much a part of the learning process as presenting.
- Class participation: raise questions and ask for clarifications relevant to the materials presented, and make an attempt to answer questions raised in class by the instructor and by other students.
- Review class lecture and reading materials at home. Diligently study for the tests and the exam.
- Seek help and advice from the instructor. When there are early indications that you may not be performing to your full potential, it is highly recommended that you discuss this early in the semester. Waiting till the end of the semester is generally too late.

Attendance Policy
Regular attendance is expected, and the instructor will maintain a record of attendance. Habitual tardiness is disruptive, so students are expected to be in class on time. If you have to leave early for any reason, you should notify the instructor ahead of time.
Make-up Policy:
As a general rule, there is no make up for any missed work. Make-up may be permitted only under exceptional circumstances such as major illness or injury, or unexpected major events affecting a student’s immediate family such as death. Appropriate documentation from a physician or funeral home will be required.
A student may request make-up on account of other personal circumstances, such as having to be out of town, provided arrangements are made with the instructor at least two weeks in advance. Make-up for missed classes is outlined above.

Policy on a grade of Incomplete (I):
There must be extraordinary circumstances for which supporting documentation must be produced. The student must have completed at least 75% of the coursework with a passing grade. The instructor will provide the student in writing the requirements for completing the course.

Withdrawal:
Withdrawal with a grade of W: The student has the responsibility for complying with the University’s withdrawal policy. Contact the Registrar’s office for further details. If a student does not officially withdraw from the course, a grade of F is recorded.

Classroom Conduct:
Any activity or behavior that interferes with teaching or learning in this class could be cause for adverse action, such as suspension, dismissal, and/or a penalty on the final grade. A final grade of D- or F (at the sole discretion of the instructor) is reserved for those students who continue to act irresponsibly in class after they have been counseled once. It is recognized that students sometimes have personal needs, but please be thoughtful and courteous. For instance, no beepers or buzzers should sound when class is in session. Shut off such devices before entering the classroom. The only exception made is for emergency personnel who are on call, provided the instructor has been notified in advance. Private conversations should be kept to a bare minimum. As a general rule, if you have something to talk about, share it with the rest of the class. If you have missed something or did not understand something, ask the instructor. Students are expected to give their undivided attention when others are talking.

Academic Integrity:
The Code of Student Rights, Responsibilities, and Conduct—Indiana University (available at http://www.iusb.edu/~stulife) is incorporated and made part of this syllabus. Misconduct, such as cheating, fabrication, plagiarism, interference, and any kind of disorderly conduct, will negatively affect a student’s grade, and may also be subject to disciplinary action, including dismissal from the University.

Means of Contact:
A student’s IUSB e-mail address is the only official means for communicating with the student.

Grading
- Homework – 2 case analyses (20 and 30 points respectively) 50 (24%)
- Final project 40 (19%)
- Presentation of project (and active listening during presentations) 15 (7%)
- Two mini tests (15 points each) 30 (14%)
- Comprehensive term exam (must pass this exam to pass the course) 75 (36%)

Total points earned out of 210 will be converted to a percentage.
A=92+; A- = 89-91; B+= = 86-88; B+ = 82-85; B- = 78-81; C+= = 75-77; C = 71-74; C- = 68-70; D+ = 65-67; D = 62-64; D- = 59-61; F=<59

Students can review their grades on Oncourse. It is important to note, however, that the only official grades are the grade transcripts provided by the Registrar’s office.

Interpretation of grades:
A – student substantially exceeded expectations by demonstrating a high level of proficiency.
B – student met expectations by demonstrating an above-average level of proficiency.
C – student met expectations at an average level of learning.
Below C – student did not meet expectations.
### Course Schedule:
The following provides only an illustrative overview of the schedule, and is subject to minor changes.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapters</th>
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<tbody>
<tr>
<td>Aug 31</td>
<td>Overview</td>
<td>Chapters 1 and 2</td>
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<td>Case assignment 1 (to be given)</td>
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<td>Sept 7</td>
<td><strong>No class</strong> – see make-up below</td>
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<td>Sept 14</td>
<td>The governing board/The executive office</td>
<td>Chapters 3 and 4</td>
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<td>Case assignment 1 due</td>
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<td>Sept 21</td>
<td>Designing the healthcare organization</td>
<td>Chapter 5</td>
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<td>Case discussion in class</td>
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<td>Sept 28</td>
<td>Mini test on Chs 1-5</td>
<td>Chapter 6</td>
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<td>Measuring performance</td>
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<td>Oct 5</td>
<td>Building quality and economy in patient care</td>
<td>Chapter 2 (p. 30, p. 42), Chapter 7</td>
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<td>Oct 12</td>
<td>Organized physician services/Nursing services</td>
<td>Chapters 8 and 10</td>
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<td>Oct 19</td>
<td>Prevention and nonacute services</td>
<td>Chapter 11</td>
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<td></td>
<td>Distribute case for assignment 2</td>
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<td>Assignment: Final project</td>
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<tr>
<td>Oct 26</td>
<td>Case discussion and assignment 2 (to be given)</td>
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<td>Nov 2</td>
<td>Marketing the healthcare organization</td>
<td>Chapter 13</td>
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<td>Nov 9</td>
<td>Mini test on materials covered between Sept 28 and Nov 2</td>
<td>Chapter 2 (p. 55), Chapter 12</td>
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<td>Planning future directions</td>
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<tr>
<td>Nov 16</td>
<td>Case assignment 2 due</td>
<td>Chapter 15</td>
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<td>Information systems</td>
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<td>Nov 23</td>
<td><strong>No class</strong></td>
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<tr>
<td>Nov 30</td>
<td>Term Exam (all materials covered in the course)</td>
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<td>Dec 7</td>
<td>Presentations</td>
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<td>All reports are due today</td>
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<tr>
<td>Dec 14</td>
<td>Presentations (cont'd.)</td>
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