This course provides you with an opportunity to explore organizational theory and behavior within the context of the health care environment. Driven by a mission of care and service, health care organizations have a distinct culture. You will examine the culture of health care and how it impacts the way in which health care organizations and the people who work within health care interrelate. Health care organizations will be viewed from the organizational, group, and individual levels. You will focus on the practical applications of theories and concepts of behavior within health care organizations.

**Prerequisite(s)**
None

**Course Outline:**

**Organizational Behavior**
1. Overview and history of organizational behavior
2. The basis of employee attitudes and perceptions
3. Theory of workplace communication

**Culturally Competent Organizations**
1. Diversity in health care
2. Challenges and issues

**Individual in Organizations**
1. Characteristics of the Healthcare Workforce
2. Motivation Theories
   a. Content Theory
   b. Process Theory
   c. Attribution Theory

**Leadership**
1. Power and influence
2. Unique issues regarding power within health care organizations

**Leadership theories**
1. Trait and behavior theories
2. Contingency theories
3. Contemporary leadership theories

**Conflict, Stress and Decisions**
1. Stress management
2. Decision making
3. Conflict management  
4. Negotiation  

Organizational Groups  
1. Theory  
2. Strategy and structure  
3. Organizational design  

Group Dynamics  
1. The nature of groups and teams within healthcare  
2. Types of groups  
3. Group development  
4. Roles within groups  
5. Group decision making  
6. Teams and team building  

Organizational Changes  
1. Planned and unplanned change  
2. Resistance to change  

Strategies for change management  

Outcomes  

Upon completion of this course, students should be able to:  
1. Analyze the impact of healthcare culture on behavior within organizations.  
2. Apply theories of motivation in the management of a diverse workforce within the healthcare organization  
3. Examine leadership behavior using recognized leadership theories  
4. Explain group dynamics and how it relates to building effective multidisciplinary work teams.  
5. Examine organizational development and the role of managers in effectively facilitating change within the health care environment.  
6. Identify and discuss the complex factors that impact organizational structure and function.  

Deliverables  

Click here to view the 8 week Term Schedules.  
Click here to view the 15 week Term Schedules.  

Course Schedule  

Weeks start on Monday, 12:01 AM ET and end on Sunday, 11:59 PM ET, US.  

Unless otherwise noted, all assigned items are due at the end of the module (by 11:59PM, Sunday).  

<table>
<thead>
<tr>
<th>Week</th>
<th>Module &amp; Title</th>
<th>Reading</th>
<th>Assignments</th>
<th>Online Discussions</th>
<th>Course Outcomes Related to this Module</th>
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2 of 9
<table>
<thead>
<tr>
<th></th>
<th>Organizational Behavior</th>
<th>Read: Required</th>
<th>Module notes</th>
<th>Chapters 1,3</th>
<th>Introduction: Icebreaker: Are you a team player?</th>
<th>M1D1: What is Organizational Behavior?</th>
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<tr>
<td></td>
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<td>View: Required</td>
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<td>3</td>
<td>Individual in Organizations</td>
<td>Module notes, Chapters 5, 6, 7, Dale Carnegie Survey</td>
<td>Dan Pink: The surprising Science of Motivation</td>
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M3D1: From Maslow to Pink: What Motivates us?
M4A1: Assessing Leadership Performances Using Theories and the Hierarchical Taxonomy
M4D1: Managers versus Leaders versus Managers that Lead
<table>
<thead>
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<th>6</th>
<th>Organizational Groups</th>
<th>Read: Required</th>
<th>Module notes</th>
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<tr>
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<td></td>
<td>Chapters 15 &amp; 16</td>
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<td>Case Study #6 – Leading a Team</td>
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<td>View: Required</td>
<td>Tom Wujec: Build a tower, build a team</td>
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<tr>
<td>7</td>
<td>Teams and Team Building</td>
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<td>Chapters 17,18</td>
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<td>8</td>
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<td>Chapters 19</td>
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<td>View: Required</td>
<td>BDI Behavior Change</td>
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<td>M6A1: Case Study (# 19) Leading a Team</td>
<td>M6D1: Group Dynamics in Health Care- Case Study</td>
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<td>M7D1: Working in Teams</td>
<td>1, 2, 4, 7</td>
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<td>M8A1: Case Study (# 18) Leadership and Change</td>
<td>M8D1: Managing Organizational Change</td>
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<td>2, 7, 8</td>
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Evaluation

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<tr>
<th>Activity/Assessment</th>
<th>% of final grade</th>
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<tbody>
<tr>
<td>Discussions</td>
<td>35%</td>
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<tr>
<td>Written Assignment: Case Studies (3)</td>
<td>45%</td>
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<tr>
<td>Leadership Assignment</td>
<td>20%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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Grade Ranges
A=90-100%
B=80-89%
C=70-79%
D=60-69%
F=below 60%

Course Requirements

Before beginning your course work, be sure to review the Excelsior College Guidelines for Online Interaction (a.k.a. Online Etiquette or “Netiquette”). If you have any questions regarding these guidelines, please feel free to direct them to your instructor.

Class Discussions - 35%
The course discussions serve as a way to gauge your understanding of the module topic as well as to facilitate an open discussion with fellow students and your instructor. You are responsible for participating in each discussion which will be graded on discussion content, quality, and frequency of discussion posts. Once the discussion board is closed, you will not be able to post for grade credit. Any missed discussions will be taken into consideration when calculating grades. Please see your discussion rubric to understand what is expected of you.

Case Study (3) – 45% (15% each)
You will complete three case studies each of which contributes 15% toward your final grade. Please review the SHS Case Study Rubric.

Leadership Written Assignment - 20%
This written assignment is worth 20% of your final grade.

Course Policies
Late Assignment Policy

Prior authorization from your faculty is required for late submissions. The first late submission may be accepted without penalty, with prior approval. The second submission may be subject to grade deduction of 5 points. Any subsequent assignments submitted late will receive a grade of zero. Extenuating circumstances will be considered.

Late Exam/Quiz Policy

All exams and quizzes must be completed by Sunday at midnight, EST (Eastern Standard Time). No credit will be received if exam/quiz is not completed by this time. Contact your instructor if you are not able to meet this deadline due to extenuating circumstances.

Written Assignments

The most current APA guidelines must be adhered to for formatting in-text citations and the reference list. Specific written assignments may require adherence to additional APA formatting guidelines.

Discussions

Thoughts that you obtain from other sources and share in your discussion posts must include reference information.

Plagiarism:

Excelsior College has given you access to Turnitin.com, our plagiarism prevention company. Using Turnitin.com can serve as a learning experience and is an opportunity for you to be able to submit your scholarly papers to Turnitin.com on your own, get your results, and correct any problems before submitting them in the Assignment area within this course. Once you have submitted your paper keep checking your inbox for the results of your submission (will not be e-mailed to you). If you have high matching text you should correct the areas of the paper that warrant attention. You will be able to resubmit the paper after a 24 hour period and continue to resubmit every 24 hours until you are satisfied with your results.

You will receive an email from Turnitin telling you that you are enrolled in the class and giving you your user name and password. If for some reason you do not get an email from Turnitin, or you inadvertently delete it, your user ID will be your email address. You can go to Turnitin.com and click on “Forgot Your Password” to reset password and gain access.

Please make sure that your paper gets at least a green color code, indicating low matching text. We submit most assignments to Turnitin.com to check for high matching text or indications of plagiarism.

NOTE: Turnitin is using the e-mail address that Excelsior College currently has in our system. This e-mail address will be your user ID for Turnitin.com.

Institutional Policies

COURSE PARTICIPATION:

Weekly course participation is required. Please see the Student Participation Policy (https://info.excelsior.edu/student-policies/student-participation-policy-for-online-courses/) for more details.

Instructor Participation

Your instructor will:

- Post a welcome message during the first 24 hours of the course.
- Schedule real time office hours through the chat room and/or by individual appointment.
- Communicate with you through the Blackboard communication tools, including internal course messaging.
- Respond to student communications within two business days.
- Log into the course to review and participate at least three different days a week in 15-week courses, or four different days a week in 8-week courses.
- Provide you with formative feedback midway through the course based on work submitted to that point.
- Grade all formative assignments within 7 business days in 15-week courses and 4 business days in 8-week courses, and will
grade final summative work within 5 business days after the end of the term.

POLICIES

You are responsible for being familiar with all the policies that are related to your activity in this course. Complete information on Excelsior College policies can be found in the Course Information area or by visiting www.excelsior.edu/policies.

All student work in this course may be submitted to plagiarism detection software. The reports from this software may be used as evidence in support of disciplinary actions. Please see the policy on Academic Honesty for more details.

Additional Items

This course contains the technologies listed below. Click each link to view each technology’s accessibility statement.

- Blackboard Learning Management System
- Adobe Acrobat
- Adobe Flash Player
- Youtube

View more information about Disability Services.