

## APPLICATION FOR NEW COURSE

1. Submitted by College of Health Sciences Date 8-9-04  
 Department/Division offering course Health Sciences Education and Research
2. Proposed designation and Bulletin description of this course  
 a. Prefix and Number CLM 444 b. Title\* Leadership and Human Resource Management
- \*NOTE: If the title is longer than 24 characters (including spaces), write A sensible title (not exceeding 24 characters) for use on transcripts: Leadership and Management
- c. Lecture/Discussion hours per week 3 d. Laboratory hours per week 0  
 e. Studio hours per week \_\_\_\_\_ f. Credits 3
- g. **Course Description:** This course focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on organizational design, theory, and behavior. Human resource management, team leadership, and strategies for promoting employee motivation, loyalty, and productivity will be discussed. Other topics to be discussed include writing a business plan, financial and budgetary considerations, public relations, and quality and productivity. Laboratory compliance, government regulations, and accreditation will also be covered. See attached outline for additional details
- h. Prerequisites: Admission to the CLM Program or consent of instructor
- i. May be repeated to a maximum of N/A (if applicable)
4. To be cross-listed as – N/A
5. Effective Date Summer 2005 (semester and year)
6. Course to be offered  Fall  Spring  Summer
7. Will the course be offered each year?  Yes  No  
 (Explain if not annually)
8. Why is this course needed? This will serve as a core course in the proposed BHS in Clinical Leadership and Management - It will focus on clinical leadership and managerial roles and responsibilities, with particular emphasis on creating an organizational culture that promotes employee motivation, loyalty, and productivity.
9. a. By whom will the course be taught? Elizabeth D Schulman, PhD, Associate Professor  
 Division of Health Sciences Education and Research, Department of Clinical Sciences, College of Health Sciences
- b. Are facilities for teaching the course now available?  Yes  No  
 If not, what plans have been made for providing them?
10. What enrollment may be reasonably anticipated? 12
11. Will this course serve students in the Department primarily?  Yes  No  
 Will it be of service to a significant number of students outside the Department?  Yes  No  
 If so, explain. – However, it could serve as an upper division elective  
 Will the course serve as a University Studies Program course?  Yes  No  
 If yes, under what Area? \_\_\_\_\_
12. Check the category most applicable to this course  
 traditional; offered in corresponding departments elsewhere;  
 relatively new, now being widely established  
 not yet to be found in many (or any) other universities  
 (although leadership courses are found in other university departments – this course will differ because it specifically will deal with leadership in a clinical setting)
13. Is this course applicable to the requirements for at least one degree or certificate at the University of Kentucky?  Yes  No
14. Is this course part of a proposed new program:  Yes  No  
 If yes, which? Bachelor of Health Science in Clinical Leadership and Management
15. Will adding this course change the degree requirements in one or more programs?  Yes  No  
 If yes, explain the change(s) below

16. Attach a list of the major teaching objectives of the proposed course and outline and/or reference list to be used.
17. If the course is a 100-200 level course, please submit evidence (e.g., correspondence) that the Community College System has been consulted.  Check here if 100-200.
18. If the course is 400G or 500 level, include syllabi or course statement showing differentiation for undergraduate and graduate students in assignments, grading criteria, and grading scales.  Check here if 400G-500.
19. Within the Department, who should be contacted for further information about the proposed course?

Name Elizabeth D Schulman, PhD

Phone Extension 323-1100, x 80565

\*NOTE: Approval of this course will constitute approval of the program change unless other program modifications are proposed.

**APPLICATION FOR NEW COURSE**

Signatures of Approval:

*Eric J. Bar*  
Department Chair

*Lee Douglas*  
Dean of the College

9 Oct 2004  
Date

9.20.04  
Date

9.20.04  
Date of Notice to the Faculty

2-1-05  
Date

**UNDERGRADUATE COUNCIL**

\*Undergraduate Council

\*University Studies

\*Graduate Council

*TOYMA*  
\*Academic Council for the Medical Center

\*Senate Council (Chair)

10/19/04  
Date

Date of Notice to University Senate

\*If applicable, as provided by the Rules of the University Senate

CLM 444 Appx D

**ACTION OTHER THAN APPROVAL**

## **APPLICATION FOR NEW COURSE**

### **COURSE OUTLINE FOR CLM 444: Leadership and Human Resource Management**

**COURSE OVERVIEW:** This course focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on organizational design, theory, and behavior. Human resource management, team leadership, and strategies for promoting employee motivation, loyalty, and productivity will be discussed. Other topics to be discussed include writing a business plan, financial and budgetary considerations, public relations, and quality and productivity. Laboratory compliance, government regulations, and accreditation will also be covered.

**COURSE OBJECTIVES:** Upon completion of this course, students should be able to:

1. Explain the major styles of leadership and their impact on the organization and delivery of health services.
2. Explain leadership and managerial roles and responsibilities.
3. Explain issues, processes, and strategies that promote quality, efficiency and productivity in their workplace setting,
4. Develop and implement effective and appropriate strategies that promote quality, efficiency and productivity in their workplace setting,
5. Explain human resource management,
6. Explain communication, collaboration, and coordination strategies; change and conflict management models; and negotiation skills,
7. Develop and implement effective and appropriate communication, collaboration, and coordination strategies, change and conflict management skills, and negotiation skills
8. Explain visionary leadership and strategies for future planning,
9. Develop and implement effective and appropriate planning skills in their workplace.

#### **COURSE TOPICS - OUTLINE**

1. Introduction, Course Overview, and Course Expectations
2. Leadership and Management
  - A. Theories.
  - B. Styles
  - C. Processes
3. Organizational Design and Structure
4. Organizational Theory and Behavior
  - A. Organizational culture
  - B. Risk taking and innovation
  - C. Fostering collaboration
  - D. Managing conflict
  - E. Diversity
5. Human Resource Management
  - A. Communication
  - B. Motivation
  - C. Loyalty
  - D. Productivity

6. Team Management
  - A. Group dynamics
  - B. Work teams and intergroup relations
7. Visionary Leadership
  - A. Strategic Thinking and Planning
  - B. Organizational Development
  - C. Transformational Leadership
  - D. Change Management
8. Business plan development
  - A. Writing a clinical proposal
  - B. Financial and budgetary considerations
9. Information Management and Challenges
  - A. Public Relations
10. Quality and Productivity
  - A. Creating and cultivating a customer-service culture
11. Compliance: Government Regulation and Accreditation

### **COURSE EXPECTATIONS**

1. Assigned readings
2. 2 exams
3. Critique and oral presentation of a scholarly article concerning a human resource study – detailing the purpose, study design, methodology, findings, and a critical analysis of the author(s) conclusions and implications
4. A reflective paper and oral presentation describing your personal leadership and managerial style (or the one you plan to develop), rationale for why this style would be most effective for you, why and how your leadership style would differ in good times and bad times, what challenges you might encounter due to your primary style of leadership and how you plan to successfully respond to those challenges.

### **GRADING SCALE**

90 – 100	A
80 – 89	B
70 – 79	C
60 – 69	D
> 60	E

### **GRADING WEIGHTS**

2 Exams (exam 1 – 20%, exam 2 – 25%)	45%
Journal Critique (10%) and oral presentation (10%)	20%
Leadership/Management Term Paper (25%) and oral presentation (10%)	35%