Tasmanian School of Business and Economics

BAA755
HEALTHCARE ORGANISATIONAL BEHAVIOUR

Semester 1, Year 2019
Unit Outline

Dr Robyn Taylor and Dr Kathy Eljiz
CONTACT DETAILS

Unit coordinator

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Email: robyn.taylor@utas.edu.au  kathy.eljiz@utas.edu.au
Consultation hours: By appointment

Lecturer/Mentor
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NOTICE

This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description

The unit examines internal and external factors that shape individual, group and organisational behaviours in healthcare. Using management theory, students will scrutinise how the operation of healthcare organisations is determined by stakeholder expectations. Students will investigate critical organisational issues including attitudes, satisfaction, motivation, leadership and power, transparency, culture and climate. Students will critically appraise how stakeholder expectations manifest into organisational behaviours, organisational performance and clinical outcomes. Students will have opportunities to hear from experts across Australia and participate in industry case studies and analysis.

Intended Learning Outcomes

On completion of this unit, you will be able to:

1. Develop knowledge of management theory to understand modern healthcare organisations.
2. Distinguish between individual, group and organisational approaches to understanding behaviours.
3. Evaluate current approaches about the role of knowledge translation in healthcare.
4. Hypothesise how critical organisational issues shape and are shaped by behaviours.
5. Critique organisational responses to individual and group behaviours in relation to organisational outcomes.
Alterations to the unit as a result of student feedback

This is a new Unit that has not been previously taught.
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Essay</td>
<td>Monday 1 April 2019, 2 pm AEDT (Week 6)</td>
<td>30%</td>
<td>1, 2</td>
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<tr>
<td>Assessment Task 2: Case Study</td>
<td>Monday 20 May 2019, 2 pm AEST (Week 12)</td>
<td>40%</td>
<td>1, 3, 4, 5</td>
</tr>
<tr>
<td>Assessment Task 3.1: Online discussion post 1</td>
<td>Friday 15 March 2019, 2 pm AEDT (Week 4)</td>
<td>10%</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>Assessment Task 3.2: Online discussion post 2</td>
<td>Friday 26 April 2019, 2 pm AEST (Week 8)</td>
<td>10%</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>Assessment Task 3.3: Online discussion post 3</td>
<td>Monday 27 May 2019, 2 pm AEST (Week 13)</td>
<td>10%</td>
<td>1, 2, 3, 4, 5</td>
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Assessment details

**Assessment task 1**

**Task description**

Public and private healthcare networks and organisations have a responsibility to effectively plan services that enable safe, quality service delivery that addresses the needs of their populations. Strategic plan’s, for networks and facilities, document network’s long-term vision for service delivery. Corporate and facility operational plans compliment these by providing guidance through frameworks for how operationalise the strategic plans’ key objectives.

Behavioural tools can be used to understand why individuals think, feel and act the way they do in healthcare organisations. These tools can facilitate reflective practices as a manager within a healthcare organisation.

Your executive manager has asked you to write a paper explaining how two of the tools for understanding stakeholder attributes can assist the organisation to operationalise the networks strategic objectives. Specifically address:

1. **Introduction**: describe the topic and purpose of the essay. Specify the organisation and its context. Outline...
the key arguments and essay structure. (200 words, 1.5 marks)

2. Body:
   2.1 **Behavioural tools**: identify two behavioural tools from module 2. Briefly outline the premise of the tools and provide evidence for why those tools are appropriate for health managers to use in their management practice. (350 words, 3 marks)

   2.2 **Strategic and corporate plans**: identify 1 key area from your organisation’s Strategic Plan that you think could be improved and briefly justify why. Identify how one of the guidance strategies of the corporate plan or facility operational plan will help achieve that strategic direction. (400 words, 5 marks)

   2.3 **Improving the plans**: explain how the two behavioural tools could be used practically to assist in implementing the corporate strategy identified. Provide examples to justify your answer. (700 words, 7 marks)

   2.4 **Challenges and opportunities**: in applying the tools to achieve the corporate strategy, what challenges/ opportunities do you envisage would occur and how would address the challenges whilst leveraging the opportunity? (700 words, 7 marks)

3. **Conclusion**: Restate the position of your argument and summarise the discussion. Draw clear take-away messages. (150 words, 1.5 marks)

4. **Quality of presentation and academic writing.** (5 marks)

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
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</thead>
<tbody>
<tr>
<td>A copy of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.</td>
<td>1, 2</td>
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</table>

| Task length | 2,500 words  
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<td>10% +/- word count. Any other variance will attract a penalty. The word count includes such items as headings, quotes and in-</td>
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</table>
Assessment task 2

**Task description**

Healthcare organisations need to demonstrate agility and flexibility in how they manage services to meet community needs. The LEAN Model (module 5) is a change framework which is currently being applied in healthcare to enable organisations to improve patient outcomes, provide safer care and achieve a better working environment for staff. You are to use LEAN principles to investigate an existing organisational wide change initiative to identify what stakeholders’ value and the role of senior leadership to achieve better health outcomes and staff wellbeing.

1. **Synopsis:** Describe the topic and purpose of the case study. Specify the organisation context and initiative. Outline the key arguments and the case study structure (200 words, 1.5 marks).

2. **Findings and discussion:**
   a) **Initiative and application of the LEAN Model:**
      Briefly outline the change initiative and explain how the LEAN model could be used to improve the implementation. (300 words, 3 marks)
   b) **Organisational value:** Identify two external stakeholder groups linked to the initiative and explain the perceived value of that initiative from their perspective. (400 words, 5 marks)
   c) **Workforce and intergenerational issues:** Assess your organisation’s workforce for sub-cultural and intergenerational similarities and differences, and how these factors impact on the initiative’s implementation. (650 words, 8 marks)
   d) **Leadership Culture:** Critique the organisation’s dominant leadership culture(s) and the role and impact the leadership group has on the initiative and desired outcomes. (650 words, 8 marks)

3. **Conclusion:** Restate your argument and summarise the discussion. Draw clear take-away messages. (150 words, 1.5 marks)
4. **Recommendations for sustainability and change:**
Using the LEAN principles, discuss how you would alter the existing initiative to enable long term suitability of the change. *(650 words, 8 marks)*

5. **Quality of presentation and academic writing.** *(5 marks)*

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
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</thead>
<tbody>
<tr>
<td>A copy of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.</td>
<td>1, 3, 4, 5</td>
</tr>
</tbody>
</table>

**Task length**

3,000 words

10% +/- word count. Any other variance will attract a penalty. The word count includes such items as headings, quotes and in-text citations. It does not include the any appendices, and reference list at the end of the assignment.

**Due by date**

Monday 20 May 2019, 2 pm AEST

### Assessment task 3

**Task description**

The discussion forums are designed to allow for critical discussion of key concepts introduced in the unit and readings. The discussion forums are related to curriculum concepts that are not assessed in the two written assessment tasks, and include issues of governance, workplace culture for safety and quality, and management implications for future healthcare challenges. Additional information about the discussion forums can be found in the assessment area on MyLO.

There will be three (3) online discussion forums held during the semester (weeks 4 to 13 inclusive) and you are required to participate by the dates suggested in the Unit Schedule. The due date for each of the three discussion forums will also be published in MyLO discussion forum section.

In each discussion forum, a student will be asked to make critical comments relevant to the selected topic in 750 words.

You are encouraged to draw on your own professional experience and reflect critically on the topics being covered in this unit, supporting your statement with credible evidence, and applicable in-text citations and a reference list.
**What learning opportunities are there?**

**Resources**

**Required readings**

There are no prescribed texts for this Unit. The learning materials of the unit will be drawn from publications, journal articles and other credible sources and websites. You will be able to access the learning materials through the Learning Hub section of the...
MyLO unit. Journal articles and other readings will be made available throughout the semester via MyLO.

**Recommended readings**

There is a set of recommended and supplementary readings available in the learning content section of MyLO.

In addition, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. You are encouraged to regularly review relevant papers published in:

- BMC Health Services Research
- BMJ Quality & Safety
- Journal of Health Organization and Management
- Journal of Management and Organization
- Journal of Organizational Behavior
- Implementation Science
- International Journal of Healthcare Management
- International Journal for Quality in Health Care

**Useful websites include**:

Australian Commission on Safety and Quality in Health Care:

Australian Institute of Health and Welfare:

Australian Institute of Health Innovation Seminar series:
[hits:https://www.youtube.com/playlist?list=PLcvEM-DtEFttHglgmqWxZjIPrnuCblrE5](https://www.youtube.com/playlist?list=PLcvEM-DtEFttHglgmqWxZjIPrnuCblrE5)

Clinical Excellence Commission:
Agency of Healthcare Research and Quality:
https://www.ahrq.gov/

Health Foundation:
https://www.health.org.uk/

Institute for Healthcare Improvement:
http://www.ihi.org/

World Health Organisation:
https://www.who.int/

The Kings Fund
https://www.kingsfund.org.uk/

Reading Lists
These are available directly via MyLO.

Equipment, materials, software, accounts
At UTAS, we use Turnitin and Grademark software to provide feedback on the assessments. Please visit the “useful resources for assessment” section on MyLO for more details on the use of software in this unit.

EndNote X8 will be required for managing references. A guide for downloading and using EndNote is available on the UTas Library website: http://utas.libguides.com/endnote.

Activities

Details of teaching arrangements

Master-class

There is an intensive master-class incorporated into this unit. Master-classes are voluntary. They are designed to expose students to industry leaders in their field and are highly valued. The lecturers will employ a range of teaching techniques to foster participation and critical and applied thinking around the topic. There will be a particular emphasis on practical and problem-based-learning. Class discussions will begin with practice examples and then apply critical and theoretical reasoning to the problems faced. Master-classes are not specifically designed to address the
assessment tasks. The topics, format and guest lecturers will be announced early in the session.

The Master-class will be held on **Friday 9 (and possibly Saturday 10) August, 2019 (Semester 2, week 4)** at the Rozelle Campus, University of Tasmania, Sydney. Details of the class will be posted via MyLO once semester has started. Students should make arrangements to attend the Master-class as soon as possible.

**Online lectures**

There will be online lectures arranged around the learning modules. These will be held using the web conferencing facility available in MyLO and will be on nominated **Monday’s at 5.00 pm AEST** (or ADST where applicable), except where this falls on a public holiday. Some lectures may include a guest speaker whilst others will focus on an upcoming assessment. Whilst these are not compulsory and are recorded, in the event that no student attends the live session, the lecture will be closed for that session. Low attendance will reduce the value of the discussion. Attendance allows you to ask any questions you have and receive an immediate response. The dates and times for these online lectures can be found in the Study Schedule at the end of this unit outline. Please note that the online lecture dates may change to accommodate guest presenters.

**Specific attendance/performance requirements**

As the average study time recommended for a unit in the Master program is approximately 10 hours per week (though this can vary considerably from student to student), you might expect to devote around 130 hours during the semester. The master-classes represent 8 hours of this total. This means that the remaining time should be allocated to reading, participating in MyLO discussion forums, and completing assessment tasks. Some of the expectations we have of you as a student enrolled in this unit are; engaging with the readings provided on MyLO, participate in or listen to recorded online lectures and regularly monitor MyLO announcements.

In this unit, your active engagement will be monitored in the following way:

1. Submission of assessments.
2. Weekly access in the MyLO site.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 4 of semester, your enrolment may be cancelled, or you may be withdrawn from the unit.
## Unit schedule

<table>
<thead>
<tr>
<th>WEEK</th>
<th>WEEK BEGINNING</th>
<th>MODULE</th>
<th>ONLINE LECTURE (MONDAY 5:00-6:00 PM)</th>
<th>DUE DATES</th>
</tr>
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<tbody>
<tr>
<td>0-Week</td>
<td>Monday 18 February</td>
<td>Orientation – log into MyLO and familiarise yourself with the unit</td>
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<tr>
<td>1</td>
<td>Monday 25 February</td>
<td>Module 1: Interaction between healthcare system and operations</td>
<td>Online lecture 1 Monday 5:00 – 6:00 pm</td>
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<tr>
<td>2</td>
<td>Monday 4 March</td>
<td>Module 2: Dissecting stakeholder attributes</td>
<td>Online lecture 2 Monday 5:00 – 6:00 pm</td>
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<td>3</td>
<td>Monday 11 March</td>
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<td>Assessment 3:1 Online Discussion 1 Friday 15 March 2019, 2 pm AEDT</td>
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<td>4</td>
<td>Monday 18 March</td>
<td>Module 3: Communication and decision making</td>
<td>Online lecture 3 Monday 5:00 – 6:00 pm</td>
<td>Assessment 1: Essay Monday 1 April 2019, 2 pm AEDT</td>
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<td>5</td>
<td>Monday 25 March</td>
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<td>6</td>
<td>Monday 1 April</td>
<td>Module 4: Managing group behaviours</td>
<td>Online lecture 4 Monday 5:00 – 6:00 pm</td>
<td>Assessment 3:2 Online Discussion 2 Friday 26 April 2019, 2 pm AEST</td>
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<td>7</td>
<td>Monday 8 April</td>
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<td>8</td>
<td>Monday 15 April</td>
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<td>Monday 22 April</td>
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<td>Week</td>
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<td>9</td>
<td>Monday 29 April</td>
<td><strong>Module 5: Critical organisational issues</strong> Online lecture 5 Monday 5:00 – 6:00 pm</td>
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<td>10</td>
<td>Monday 6 May</td>
<td><strong>Module 6: The future of behavioural studies in healthcare</strong></td>
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<td>11</td>
<td>Monday 13 May</td>
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<tr>
<td>12</td>
<td>Monday 20 May</td>
<td><strong>Online lecture 6</strong> Monday May 5:00 – 6:00 pm Assessment 2: Case study Monday 20 May 2019, 2 pm AEST</td>
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<tr>
<td>13</td>
<td>Monday 27 May</td>
<td>Assessment 3:3 Online Discussion 3 Friday 31st May 2019, 2 pm AEST</td>
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**MASTER CLASS Friday 9 August (Semester 2, week 4)**  
Specialisation: Organisational Development  
BAA757 Implementing Health Management Praxis & BAA755 Healthcare Organisational Behaviour

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**ACCREDITATION**

**AACSB Accreditation**

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click [here](#).