

NATIONAL TEACHER TRAINING CENTER FOR THE HEALTH PROFESSIONS
UNIVERSITY OF THE PHILIPPINES MANILA

HP 261 ORGANIZATION AND MANAGEMENT OF HEALTH PROGRAMS

Course Description: General principles of organization and management of health programs and health agencies; relationships of participant's institution to the other agencies in the National Health Plan. Operation of participant's institution, his own and other's role within it. Utilization of these principles in educational change.

Credit: 2 units

Faculty –in-charge: Prof. Maria Elizabeth M. Grageda, PTRP, MHPEd
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Consultation hours:

Monday/ Wednesday 8:00am-12:00nn

Tuesdays 10:00am-12:00nn

MHPEd program outcomes:

The NTTCHP graduate of the Master of Health Professions Education (MHPEd) program is envisioned to be a Health Professions Educator with:

- 1. Effective communication skills in written and oral form*
- 2. Outstanding professionalism and sense of service to the Filipino people*
- 3. Cultural competence and ability to collaborate with other health professionals*
- 4. Ability to develop context-based macro and micro-plans for health professions education*
- 5. Advanced teaching skills with evidence-based application*
- 6. Skills in developing and implementing educational evaluation plans*
- 7. Ability to utilize and analyze existing evidence in the production of new, relevant, and updated evidence*
- 8. Effective educational leadership abilities and administration skills*

About this course:

Content

“Ours has become, for better or for worse, a society of organizations. We are born in organizations, and are educated in organizations, so that we can later work in organizations. Organizations supply us and exploit us, they nurture us and torment us. But most of us must resign ourselves to spending a great deal of our public and private lives dealing with them. We all need to understand them better.” (Mintzberg)

In this course, students will look into their own organizations within the perspective of understanding how it works and how it can be managed more effectively.

Course Outcomes:

The NTTCHP student who has completed this course shall be able to demonstrate ability to:

1. Effectively communicate to an interprofessional audience, organization and management concepts and management plans in both written and oral form
2. Identify the significance and rationale of their management plans in answering the needs of their own organization and its alignment with the needs of the Filipino people
3. Collaborate with other health professionals in the production of course outputs
4. Develop relevant and context-based management plans for their chosen programs aligned with the goals of their own organization and with the national goals
5. Critique other management plans based on a sound evaluation criteria
6. Apply effective teaching skills in presenting organization and management concepts
7. Utilize and analyze existing evidence in the production of a research project related to the organization and its management
8. Lead classroom groups effectively

Objectives

Upon completion of the course, the students should be able to:

1. Identify their own organization's role within the national plan
2. Discuss the basic principles of organization and management
3. Differentiate the different management and leadership styles
4. Analyze the organizational operation of his/her own institution based on the basic principles of organization and management
5. Clarify his/her role within the organization he/she belongs to
6. Identify strategies for introducing changes/improvements in his/her own institution
7. Develop a do-able management plan for a specific program in his/her own institution based on a sound organizational analysis
8. Utilize relevant current scholarly work in the production of written and oral outputs
9. Communicate effectively using various forms of media

Structure

This course is divided into four units:

Part 1: ORGANIZATIONS

Unit 1: Looking at Organizations

The first unit begins with looking at the macrosystem to help students situate themselves and their organizations within the bigger national system. Then, students will be introduced to the parts, structure, and basic types of organization to help them better understand the microstructure within their own institutions. The discussions will help the students analyze the internal and external factors which shape organizations.

Key concepts: Philippine Development Plan, National Objectives for Health, transformative education, organizational attributes, pulls on the organization, configurations, life cycle model

Unit 2: Organizational Theories

In this unit, we will look into the evolution of organizations. Through the assigned readings, you will learn more why a certain organization is 'organized' in a certain way and another organization in another way. Perhaps one example is the way governments and private corporations are organized. Learning the various organizational theories can help you in further understanding your own academic institutions.

Part 2: MANAGEMENT

Unit 3: The Management Process

In this unit, students will be introduced to the basic management process of planning, leading, organizing, and controlling. This unit will also help students look into their own institution's management processes, clarifying their role as part of their organization. Different leadership styles will also be discussed and how each style affects their own organization's decision-making processes.

Key concepts: planning, results based management, organizing, authority & power, decentralization, staffing, leading, managers & supervision, motivation, change management, communication, controlling

Unit 4: Towards Institutional Reform

This unit will help students identify organizational problems, and areas for improvement where the different concepts in the management process may be applied. It will also emphasize techniques which can be helpful in initiating change and innovation within an organization towards institutional reform.

Key concepts: organizational culture, conflict management, organizational change, institutional reform

How to work during the course

Each session will be composed of individual, group, and class activities. Assignments with written outputs will also be given, most of which, will be useful in the development of the final project.

Course evaluation

Grading for this course will be based on the following:

Video Presentation	-	10%
Written Outputs & Assignments	-	25%
Mini Research Project	-	15%
Participation in Activities	-	25%
Final Project (Program Plan)	-	<u>25%</u>
		100%

- You will be assigned a *Video Presentation* to be done in groups on the different organizational theories.
- *Written Outputs, Assignments & Reflection Papers* are evaluated accordingly, criteria for which shall be given with the task.

- *Participation in Activities* include completing the series of questions and discussions in the videos, participation during synchronous sessions and in asynchronous for a in the course site.
- The *Research Output* is a mini-research to be done in pairs, on a pre-determined topic of interest related to the concepts discussed in class, particularly, Unit 3. This will be done in groups.
- The *Final Project* is an organizational analysis and a program management plan, parts of which will be worked on during the course. Criteria for evaluation of the final project shall be given at the beginning of the course. Each student is expected to work on this project individually, throughout the semester.

Course Schedule

Tuesdays 10:00am-12:00nn

PART 1 ORGANIZATIONS

Unit 1: Looking at Organizations

Date	Topic/Content	Activity	Output
Week 1 Sept 13-17	Course Introduction	Introductions Orientation to the course	Synchronous session 1: Sept 14, 2021 (course introduction) Activity 1: My Organization: An Introduction Flipgrid activity https://flipgrid.com/01ca0e4d
Week 2 Sept 20-24	Looking at the big picture: My Organization within the National Context What's the plan?	Independent Study <ul style="list-style-type: none"> • Health professionals for a New Century • Philippine Development Plan 2017-2021 • National Objectives for Health 2071-2021 	Assignment 1: My Institution's role in transformational education

Unit 2: Organizational Theories

Date	Topic/Content	Activity	Output
Week 3 -4 Sept 27- Oct 8	Mainstreams of Organizational Thought Classical Theory Human Resource Theory Theory X & Y	Asynchronous Group Work	Video Presentation (Due Oct 5) Comments on videos (Due Oct 8)

Date	Topic/Content	Activity	Output
	Systems Theory		
Week 5 Oct 11-15	Organizational Configuration: Attributes Parts Coordinated Mechanisms Design Parameters Situational Factors	Presentation 1: Organizational Attributes	
Week 6 Oct 18-22	Basic Types of Organization and the Life Cycle Model Integration of Part 1	Video lesson	Assignment 2 My Organization: A Comprehensive Analysis using Organizational Theories Plenary on Oct 19 Due Oct 22 Synchronous session 2: Oct 19, 2021 (Plenary of Assignment 2)

PART II MANAGEMENT

Unit 3: The Management Process

Date	Topic/Content	Activity	Output
	Management and Its Functions		
Week 7 Oct 25-29	Planning Problem Analysis Setting Objectives & Strategies	Video lessons & reading materials	Assignment 3: Problem Analysis & Problem Prioritization Plenary Oct 26 Due on Oct 29 Synchronous session 3: Oct 26, 2021 (plenary of Assignment 3)
Week 8-9 Nov 9-19	Clarifying Goals & Objectives Selecting Strategies The Logframe Matrix Program planning	Video lessons & reading materials	Assignment 4: Program Plan Plenary Nov 16 Due on Nov 19 Synchronous session 4: Nov 16, 2021 (plenary of Assignment 4)
Week 10 Nov 22-26	Leading & Directing Behavioral Models of leadership	Leadership questionnaire	Activity 2: Leadership Style Questionnaire

Date	Topic/Content	Activity	Output
	Leadership Styles	Forum	Activity 3: Am I a Leader? Consultations and Submission of Mini-Research project plan Nov 23, 2021
Week 11 Nov 29 - Dec 3	Organizing & Controlling Organizational Structure Control Mechanisms House of Quality	Video lessons & reading materials	Assignment 5: My Organization's Structure Due on Dec 3

Unit 4: Towards Institutional Reform

Date	Topic/Content	Activity	Output
Week 12 Dec 6-10	Institutional Reform Organizational Culture And Change	Video lessons & reading materials	Assignment 6: Organizational Change Due Dec 10
	Organizational Conflict & its management	Presentation 2: Conflict & its Management	
Week 13 Dec 13-21	Completion of Requirements Presentation of Final Project Dec 14		
Dec 21	Submission of Research Output & Final Project		
Jan 4	Course Integration		

List of references for this course

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- Bungstahler, S. E. (2015). *Universal Design in Higher Education From Principles to Practice* 2nd ed. Harvard Educational Press, Cambridge, MA
- Bush, T. & Bell, L. (2003). *The Principles and Practice of Educational Management*. Paul Chapman Publishing, London.
- Huber, S. G., ed. (2010). *School Leadership: International Perspectives*. Springer, London.
- Koontz, H. & Wehrich, H. (2015). *Essentials of Management*, 10th edition. McGraw-Hill. *Leadership Style*. Kardenia Press.
- Mastenbroek, W. F. G. *Conflict Management & Organizational Development*.
- Mintzberg, H. (2007). *Mintzberg on Management: Inside Our Strange World of Organizations*. Frank F. Pieper.
- Muno, J. H. (2008). *Educational Leadership*. Mc Graw-Hill Companies Inc., NY, New York
- National Academies of Sciences, Engineering, and Medicine. 2021. *Health professions faculty for the future: Proceedings of a workshop*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/26041>.

Owens (2014). *Organizational Behavior in Education* 11th edition.
Robertson, J. & Timperley, H. (2011). *Leadership and Learning*. Sage. Los Angeles, CA
Rowley, D. J. & Sherman, H. (2001). *From Strategy to Change: Implementing the Plan
in Higher Education*. Jossey-Bass Inc., SF California, USA
Swales, J. M. & Feak, C. B. (2012). *Academic Writing for Graduate Students: Essential
Tasks and Skills* 3rd ed. University of Michigan Press.

rev09/07/21/memg