



Course Information

Item	Detail
Course	MGT 497: Management of Healthcare Organizations
Credit hours	3
Term	Fall 2026, second 8-week term. October 19 through December 13, 2026.
Modality	100% online and asynchronous. There are no required live meetings and no location or meeting day.

Instructor

Item	Detail
Instructor	Shreya Shankar
Email	shreya.shankar@etamu.edu
Office hours	Office hours for this course are held virtually by Zoom and are available by email request. Send me a note with a few times that work for you and I will confirm one, usually within 24 hours. Requests are accommodated across weekday daytime, evening, and weekend windows. I am also available for asynchronous questions at any time through email or the myLeo Online course messaging tool, and I answer within 24 hours Monday through Friday.

Course Description

This course applies key management and leadership concepts in healthcare organizations.

This course adapts standard management principles to the healthcare environment. We cover planning, organizing, leading, and controlling under these constraints. Coursework relies on actual hospital data. You will analyze community health needs assessments, IRS Form 990 filings, federal staffing records, and public quality measures. All graded assignments simulate real workplace deliverables.

Student Learning Outcomes

Upon successful completion of this course, the student will be able to:

1. Analyze how ownership type, payer mix, and regulatory environment shape the strategic options available to a specific healthcare organization, using publicly available filings, community health needs assessments, and performance data.
2. Critique the authority structure of a healthcare organization and evaluate leadership and team design approaches appropriate to a workforce holding independent professional licensure.
3. Analyze a staffing or workforce failure and propose a corrective plan that accounts for scope of practice, licensure requirements, and the financial cost of turnover.
4. Apply quality improvement and performance measurement methods to diagnose an operational failure and design a response.
5. Communicate a defensible management recommendation in writing to a healthcare executive audience.

Textbook and Materials

Required textbook

There is no required textbook for this course. Every required reading is linked directly inside the weekly module.

Optional Materials

[The Fundamentals of Healthcare Administration: Navigating Challenges and Coordinating Care](#), available free through the Open Textbook Library.

[Exploring the U.S. Healthcare System by Karen Valaitis](#), available free through the Open Textbook Library. Best suited to Weeks 1 and 2 and to students with no prior health background.

[Principles of Management from OpenStax](#), available free. Recommended for students who have not completed a principles of management course.

Technology requirements

- Reliable internet access and a computer capable of running myLeo Online (D2L Brightspace) in a current version of Chrome, Firefox, Edge, or Safari.
- The ability to create and submit documents in Microsoft Word or PDF format. Microsoft Office is available to enrolled students at no cost through the university.

For technical help with myLeo Online, contact D2L support at 877.325.7778, available 24 hours a day, or visit the D2L support resources page. For all other technology support, contact the ETAMU help desk at helpdesk@tamuc.edu or call 903.468.6000 .

Assessments and Assignments

This course is project and paper based. Roughly 84 percent of the course grade comes from applied written work in which you analyze real organizations and real management problems.

Field Guide project, 210 points total

In Week 1 you will pick one real healthcare organization and keep it for the entire term. You will build a manager's field guide to that organization in three graded milestones, then compile and revise the guide and add a recommendation memo written to that organization's leadership.

To make sure every student has enough material to work with, organizations must be drawn from four categories that are required to publish detailed information. These are **nonprofit hospitals, federally qualified health centers, nursing homes, and local health departments**. A vetted starter list of eligible organizations is posted in the Week 1 module. Organizations are claimed on a first come, first served basis through a posted Excel sheet so that duplication is limited.

- **Milestone 1**, 25 points, due Week 1. Organization profile covering ownership type, service area, size, service lines, payer mix where reported, and a stakeholder map. This one is deliberately short.
- **Milestone 2**, 35 points, due Week 3. Structure and governance map. You will place your organization's named leaders and governing body into a generic healthcare organizational structure provided in the module, identify one point where clinical and administrative authority meet the same decision, and list the strategic priorities the organization has committed to in writing. You will also document what you could not determine from the public record and why, since that gap is part of the assignment rather than a failure to find it.
- **Milestone 3**, 30 points, due Week 7. Performance snapshot benchmarking three to five publicly reported measures against state and national values, with an argument for which single measure belongs in front of the board.
- **Final Field Guide and recommendation memo**, 120 points, due Week 8. The three milestones revised and compiled, plus a new two-page memo to leadership that names one problem visible in the public record, proposes a response, and states what the organization would measure to know whether the response worked.

Case analyses and root cause analysis, 170 points total

Two written case analyses, in Weeks 2 and 5, worth 60 points each, and one root cause analysis in Week 6 worth 50 points. Cases carry the parts of healthcare management information on how leaders actually behave, how teams fail, and how organizations respond to error.

Each analysis is two to three pages and uses the same five-part template every time. The template asks for a problem statement, stakeholders and their incentives, options considered with the tradeoff of each, a recommendation, and what you would monitor to know whether the recommendation worked. The template does not change.

The Week 6 root cause analysis is completed on a provided worksheet with a fishbone diagram and a PDSA cycle, which is how these are done in practice. Fifteen of the 60 points for each written case, and 10 of the 50 points for the root cause analysis, come from the case discussion. Post your initial recommendation by Thursday at 11:59 PM and respond to two classmates by Sunday at 11:59 PM.

Executive Interview Analysis, 40 points, due Week 4

You will choose one recorded interview with a healthcare leader from a curated list posted in the Week 4 module. All options are free, publicly posted, and available with transcripts or captions. The deliverable is two pages. Summarize the specific management problem the leader describes, identify two course concepts at work in how they handled it, and argue whether their approach would transfer to your Field Guide organization. You may propose an alternative interview for approval by the Week 3 deadline posted in the module.

Weekly knowledge checks, 80 points total

Each week includes a ten-question knowledge check worth 10 points, with unlimited attempts and the highest score recorded. These exist so that you can confirm you have the vocabulary before you write the applied work.

Grading

Your grade is calculated on a 500-point scale. Points earned are added together and compared to the scale below.

Component	Each	Number	Points
Weekly knowledge checks	10	8	80
Case analyses	60 and 50	3	170
Field Guide milestones	25-35	3	90
Executive Interview Analysis	40	1	40
Final Field Guide and recommendation memo	120	1	120
Total			500

Letter grade	Points earned
A	450 to 500
B	400 to 449
C	350 to 399
D	300 to 349
F	299 and below

Rubrics for every graded assignment are posted within the module. Applied work is graded on the quality of your reasoning and your use of evidence, not on whether you reached the answer I would have reached.

Attendance Expectations

This course is fully asynchronous and there are no scheduled meetings, so attendance is measured by weekly participation rather than by physical presence. You are expected to log in to myLeo Online at least twice each week and to complete the graded work for that week.

You must complete at least one graded item during the first week of the term to confirm your enrollment and participation in the course.

Late Assignments and Graded Work

All work is due Sunday at 11:59 PM unless the assignment states otherwise. Case discussion initial posts are due Thursday at 11:59 PM.

- Every student has one 48-hour extension, used once during the term, with no explanation required. Request it by email before the deadline. It may be applied to any single Field Guide milestone, case analysis, root cause analysis, or the Executive Interview Analysis.
- Outside that extension, late work loses 10 percent of the possible points per calendar day for up to three days. Work submitted more than three days late receives no credit.
- Knowledge checks close at the weekly deadline and cannot be reopened, since they allow unlimited attempts beforehand.
- Case room discussion posts cannot be made up, because their value depends on classmates being able to respond.
- The final Field Guide and recommendation memo cannot be extended past the last day of the term.

Serious illness, family emergency, military obligation, and university-sanctioned absence are handled individually and are not subject to the deduction schedule. Contact me as early as you reasonably can. I would much rather adjust a deadline in advance than grade a rushed submission.

Course-Specific Guidelines and Policies

Use of artificial intelligence

Generative AI tools are permitted in this course for a limited set of purposes and must be disclosed.

You may use AI tools to help you understand a concept you did not follow, to brainstorm, to plan an outline, and to check grammar and clarity in work you have already written.

You may not use AI tools to produce the analysis, the reasoning, or the recommendation in any graded submission. The work in this course rests on documents you locate and read yourself, and every major assignment requires you to cite the specific source behind each factual claim. AI tools routinely invent organizational details, financial figures, and citations that sound entirely plausible. A fabricated citation or a fabricated fact about a real organization will be handled under the university academic integrity policy whether or not an AI tool produced it.

Any submission that used an AI tool must end with a short disclosure naming the tool and describing what you used it for. Two sentences is enough. Disclosed use within the limits above carries no penalty. Undisclosed use is an academic integrity violation.

Communication

Use your official university email or the course messaging tool. Include the course number in the subject line of any email.

Professional conduct in discussion

Case room discussions frequently involve decisions where reasonable people disagree, including resource allocation, staffing cuts, and how an organization should respond to an error that harmed a patient. Disagree with the argument rather than the person, and assume your classmates are reasoning in good faith. Cases may reference patient harm. Nothing in this course requires you to disclose personal or family health information, and you should not do so in a graded discussion.

Accessibility of course materials

All course documents are provided in accessible formats and all required videos are captioned. If any course material is not accessible to you, contact me and I will provide an alternative. You do not need documentation on file to request a format change to my materials.

University Policies

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

The **Americans with Disabilities Act (ADA)** is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact: [Office of Student Disability Resources and Services](#)

East Texas A&M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained

Students who have a concern about their own wellbeing or that of a classmate, including food insecurity, housing insecurity, or safety, can find reporting options and support through the [Office of Student Rights and Responsibilities](#) in the Halladay Student Services Building, Room 201, at studentrights@tamuc.edu or 903.886.5195.

Course Calendar

Weeks run Monday through Sunday. All graded work is due Sunday at 11:59 PM Central. Case Discussion initial posts are due Thursday at 11:59 PM during Weeks 2, 5, and 6. The only adjustment is the Week 6 post, which moves from Thursday to Wednesday, November 25, so that no posting deadline falls on Thanksgiving Day.

Week	Dates	Topic and core concepts	Graded work and due dates
1	Oct 19 to 25	The healthcare organization as a business, and where the business model breaks. Ownership types, the three-party transaction, payer mix, stakeholder mapping, overview of the four management functions.	Knowledge Check 1 Field Guide Milestone 1, organization profile Due Sunday, October 25
2	Oct 26 to Nov 1	Planning and strategy in a market you do not control. Mission and vision, SWOT and environmental scanning, five forces under certificate of need, the community health needs assessment as market research.	Knowledge Check 2 Case Analysis 1, rural service line closure Case Discussion post due Thursday, October 29 Due Sunday, November 1
3	Nov 2 to 8	Organizing, structure, and the clinical-administrative divide. Functional, service line, and matrix structures, span of control, professional bureaucracy, medical staff bylaws, dyad leadership, credentialing, governance.	Knowledge Check 3 Field Guide Milestone 2, structure and governance map Due Sunday, November 8
4	Nov 9 to 15	Leading a licensed workforce. Leadership styles and situational fit, motivation where pay is externally benchmarked, psychological safety, team-based care and TeamSTEPPS, burnout and moral injury.	Knowledge Check 4 Executive Interview Analysis Due Sunday, November 15
5	Nov 16 to 22	Staffing, retention, and the cost of a vacancy. Recruitment and retention in a credentialed labor market, scope of practice, acuity-based staffing, contract labor, just culture versus punitive response to error.	Knowledge Check 5 Case Analysis 2, staffing and just culture Case Discussion post due Thursday, November 19 Due Sunday, November 22
6	Nov 23 to 29	Controlling, quality, and safety systems. PDSA cycles, root cause analysis, understanding variation, never events, and the external control systems of star ratings, value-based purchasing, and readmission penalties.	Knowledge Check 6 Root Cause Analysis worksheet, patient safety case Case Discussion post due Wednesday, November 25 Due Sunday, November 29
7	Nov 30 to Dec 6	Managing with data, money, and reputation. Dashboards and key performance indicators, length of stay,	Knowledge Check 7 Field Guide Milestone 3, performance snapshot

Week	Dates	Topic and core concepts	Graded work and due dates
		readmissions, patient experience, operating margin at a reading level, the electronic health record as a management instrument, service line marketing.	Due Sunday, December 6
8	Dec 7 to 13	Leading change, managing ethically, and what comes next. Why change fails in healthcare organizations, resistance from professional groups, ethics in resource allocation, mission versus margin, career paths and the rest of the concentration.	Knowledge Check 8 Final Field Guide and recommendation memo Due Sunday, December 13

Final examination

This course does not have a final examination. The final graded deliverable is the Field Guide and recommendation memo, due Sunday, December 13, 2026 at 11:59 PM. Because the course is fully online, asynchronous, and has no examination, no final examination day, time, or location is scheduled.

This syllabus is subject to change. Any change will be announced and a revised syllabus will be posted. Changes will not increase the total workload or move a due date earlier.