Instructor Resources Sample

This is a sample of the instructor resources for *Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications, Second Edition*, by Stephen L. Walston and Kenneth L. Johnson.

The complete instructor materials include the following:

- Test bank
- PowerPoint slides
- Answer guides to the chapter discussion and case questions
- Case study guidelines
- Transition guide to the new edition

This sample includes the PowerPoint slides and answer guide to the chapter discussion and case questions for chapter 1.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and the season the course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

Digital and Alternative Formats

Individual chapters of this book are available for instructors to create customized textbooks or course packs at XanEdu/AcademicPub. For more information about pricing and availability, please visit one of these preferred partners or contact Health Administration Press at hapbooks@ache.org.

Chapter 1

Organizational Behavior, Organizational Theory, and Their Importance in Healthcare

Organizations

- Everywhere

- All belong to many

- Are socially constructed entities created for specific purposes (goal directed), composed of people tied together in formal and informal relationships, and linked to their external environment through customers, suppliers, competitors, and governmental regulators

- The central aspect of an organization is the coordination of people and resources to produce a product or to provide a service

Context

Healthcare organizations

- Doctors' offices
- Pharmaceutical companies
- Public health agencies, hospitals
- Nursing homes
- Home health
- Outpatient surgery centers
- Medical device manufactures
- Volunteer groups
- Insurance companies
- Etc.

Organizational Behavior

- Broadly explores the behavior and effect of individuals, groups, and structures within an organization and their impact on the function and effectiveness of an organization

- An appreciation of organizational behavior permits managers to better understand why employees act as they do and assist them to improve their behavior

Interactive Nature of Levels in Organizational Behavior
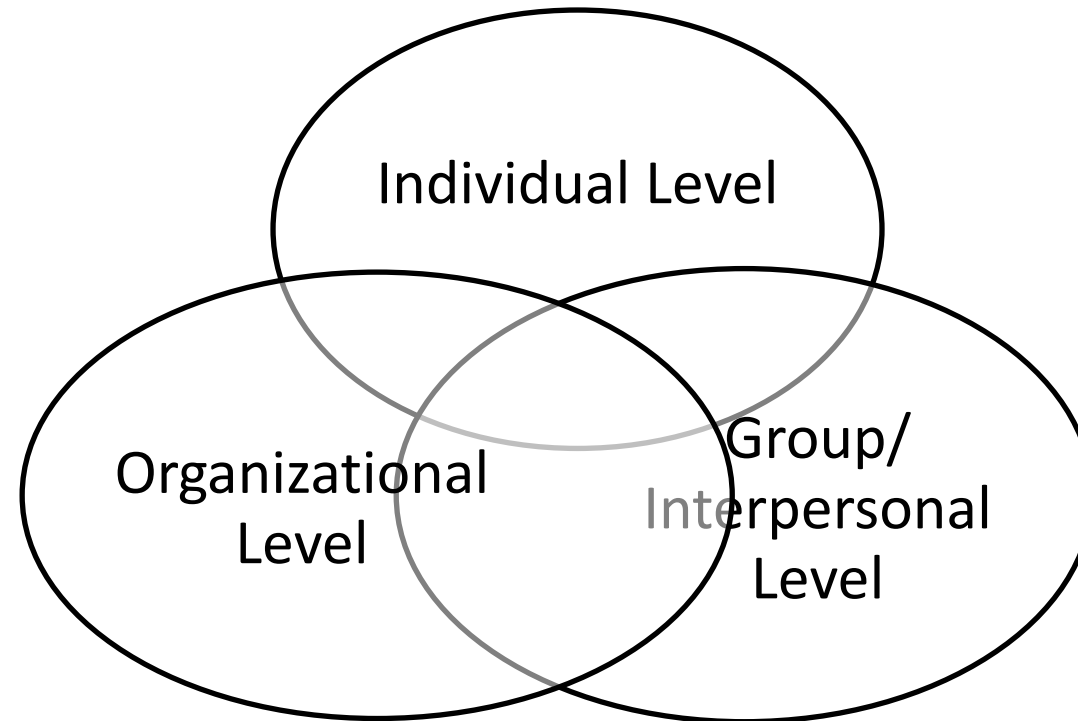
Organizational Theory

- Focuses on the organization as a whole or populations of organizations

- Seeks to explain the processes and factors influencing the structure and outcomes of organizations, including how organizations interact within and across industries and societies

Relationship of Organizational Behavior and Organizational Theory

Level	Individual	Group/Team	Organizational	Industry
Theory	Organizational Behavior			Organizational Theory

▨ Denotes overlap with the other theory

History and Development of Organizational Behavior

- Industrial Revolution

- Max Weber

- Henri Fayol

Henri Fayol's Five Core Management Principles

1. Planning

2. Organizing

3. Coordinating

4. Commanding

5. Controlling

Henri Fayol's 14 Management Principles

- Division of work
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination
- Remuneration

- Centralization
- Scalar chain
- Order
- Equity
- Stability of tenure of personnel
- Initiative
- Esprit de corps

Fredrick W. Taylor and Scientific Management

- Systematically used time and motion studies to analyze human behavior

- Conceived of human input as part of cheap, interchangeable components that could be "engineered" to maximize efficiency

- Processes were broken into small units and employee and materials movements were studied to find the most efficient way to do each job

Hawthorne Experiments at Western Electric

- Organizations are more than just a formal arrangement of structures and functions—work is embedded in and highly influenced by an organizational social system

- The Human Relations Movement evolved from these studies and efforts

Relevance of Organizational Theory to the Healthcare Industry

- Industry consists of complex, changing relationships and reporting structures

- Multiple specialties with different cultures, multiple professions, and a wide variety of services make the healthcare sector one of the most challenging industries to manage

- Healthcare professionals are highly differentiated by their training, licensure, and skills and often interact under "pecking orders" of importance

- Cross-disciplinary teams must coordinate their efforts and constantly adapt to rapid knowledge expansion

Healthcare Challenges

- Who will be responsible for the new service delivery systems?

- How will the new responsibilities change the jobs of the people involved, and can their work become more meaningful and interesting?

- How will reporting relationships change?

- Which healthcare organizations will be seen as, or see themselves as, winners or losers?

Individual Chapters	Group Chapters	Organizational Chapters
• 2: Theories Managing People • 3: Diversity • 4: Learning • 5: Attitudes and Satisfaction • 6: Values and Ethics • 7: Motivation • 8: Emotions, Moods and Stress • 9: Paradigms and Perceptions • 10: Decision-Making	• 11: Creativity and Innovation • 12: Group Behavior • 13: Work Teams • 14: Communication • 15: Leadership • 16: Power and Politics	• 17: Conflict and Negotiation • 18: Organizational Structure • 19: Performance Management • 20: Coaching and Delegation • 21: Culture • 22: HR Polices and Practices • 23: Strategy and Change Management

ANSWER GUIDE TO CHAPTER DISCUSSION QUESTIONS

Organizational Behavior and Theory in Healthcare, Second Edition

by Stephen L. Walston and Kenneth L. Johnson

Chapter 1

1. What are some of the challenges that make organizational management in
healthcare more complex than in many other industries?

    Answer: Professionalization, transformation and constant changes, nature of
    customers, multiple specialties with different cultures.

2. Why are organizations important in our lives?

    Answer: Everyone belongs to organizations. They are used to increase efficiency
    and effectiveness.

3. What were the precursors to the development of organizational theory and
organizational behavior?

    Answer: Work by Weber, Fayol, and scientific management that focused on
    improving the work setting.

4. What did Max Weber and Fredrick W. Taylor mostly miss in their theories?

    Answer: They missed the impact of human nature and its effect on work.

5. What is the difference between organizational behavior and organizational theory?

    Answer: The study of organizational behavior focuses on individual and group
    functions; organizational theory focuses on interactions and behaviors of
    organizations or populations of organizations.

6. Why did the Industrial Revolution in the late 1800s affect work relationships so greatly?

    Answer: New technology allowed large factories, which required new ways to

    organize and manage.

7. What events encouraged managers to seek means to address the human influence on work?

    Answer: Advances in psychology, threats of unionization, growing urbanization,

    the Great Depression, and the world wars.