



**University of Macedonia**  
**The MBA Program**

"Human Resources Management in Health Care Organizations"

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**AIM:**

Given the rapid change in the health care services, it is more important than ever for health care human resources departments to become an integral part of the organization's strategy. A modern approach to human resources management is essential as health care is extremely labor intensive based at the same time on productivity, resource constraints and quality of services. Within this context, the course examines human resource practices that recruit, motivate and retain human resources appropriately aligned to organizational strategies.

**COURSE STRUCTURE:**

1.

WEEK	TOPIC	READINGS/ASSIGNMENTS
1	<b><i>THE HEALTH CARE WORKFORCE – THE GREEK CASE</i></b>	1. <b>Hernandez – O’Connor</b> , Chapter 4. 2. Visiting Scholar – The Greek Case
2	<b><i>USING HEALTH CARE COMPETENCIES IN STRATEGIC HRM</i></b>	3. <b>Hernandez – O’Connor</b> , Chapter 5. 4. <b>Case Study</b>
3	<b><i>MANAGING A DIVERSE HEALTH SERVICES WORKFORCE</i></b>	5. <b>Hernandez – O’Connor</b> , Chapter 7. 6. <b>Case Study</b>
4	<b><i>JOB ANALYSIS</i></b>	7. <b>Hernandez – O’Connor</b> , Chapter 9. 8. <b>Case Study</b>
5	<b><i>PERSONNEL PLANNING AND RECRUITING</i></b>	9. <b>Hernandez – O’Connor</b> , Chapter 10. 10. <b>Case Study</b>
6	<b><i>PERSONNEL SELECTION - INTERVIEWING CANDIDATES</i></b>	11. <b>Hernandez – O’Connor</b> , Chapter 11. 12. <b>Case Study</b>
7	<b><i>TRAINING &amp; DEVELOPING EMPLOYEES</i></b>	13. <b>Hernandez – O’Connor</b> , Chapter 12.  <b>Visiting Expert</b>
8	<b><i>PERFORMANCE MANAGEMENT AND APPRAISAL</i></b>	14. <b>Hernandez – O’Connor</b> , Chapter 13 <b>Visiting Expert:</b>
9	<b><i>COMPENSATION PRINCIPLES FOR HEALTH CARE ENVIRONMENTS</i></b>	15. <b>Hernandez – O’Connor</b> , Chapter 14 16. <b>Case study</b>
10	<b><i>PHYSICIANS AND HEALTH CARE ORGANIZATIONS: ACHIEVING ALIGNED PERFORMANCE</i></b>	17. <b>Hernandez – O’Connor</b> , Chapter 16
11	<b><i>STUDENT ESSAY AND PRESENTATION</i></b>	<b>Review</b>
12	<b><i>STUDENT ESSAY AND PRESENTATION</i></b>	<b>Review</b>

## MAIN READINGS:

### Main Textbook:

Hernandez, S and O'Connor S. (2010) *Strategic Human Resources Management in Health Services Organizations*, 3<sup>rd</sup> Ed., Delmar Cengage Learning: New York.

### Main Readings:

1. Kabene, S., Orchard, C., Howard, J, Soriano, M., and Leduc, R., (2006), "The Importance of Human Resources Management in Health Care: a Global Context" , *Human Resources for Health*, Vol.20, no.4, pp.1-17.
2. Rechel, B., Dubois,C-A., Mckee, M., (2006), *The Health Care Workforce in Europe: Learning from Experience*, European Observatory on Health Systems and Policies.
3. Bloor, K. Maynard, A. (2003), *Planning Human Resources in Health Care: Towards an Economic Approach*, Canadian Health Services Research Foundation.
4. Bach, S. (2000), "Health Sector Reform and Human Resource Management: Britain in Comparative Perspective", *International Journal of Human Resource Management*, Vol.11, no.5., 925-42.

*All the readings will be placed on Compus.*

## COURSE REQUIREMENTS:

Students will be graded on the basis of an Essay /class presentation and a final exam.

The Essay must be typed and presented in class: 40 marks

Final Exam: 50 marks

Class participation: 10 marks

**Plagiarism**

Plagiarism in writing research papers or taking tests in this class is not acceptable. It includes representing another's work as one's own, presenting or submitting any academic work in a manner that impairs the instructor's ability to assess the student's academic performance. Plagiarism also includes failure to use quotation marks around material quoted from any source. Plagiarism leads to an automatic grade of zero points for the designated test.