

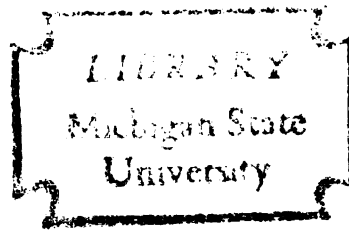
AN UNDERGRADUATE HOSPITAL MANAGEMENT
CURRICULUM DESIGNED FOR MIDDLE
MANAGEMENT POSITIONS

THESIS FOR THE DEGREE OF M. A.
MICHIGAN STATE UNIVERSITY

RICHARD H. HOLMAN
1964



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**AN UNDERGRADUATE HOSPITAL MANAGEMENT CURRICULUM
DESIGNED FOR MIDDLE MANAGEMENT POSITIONS**

By

Richard H. Holman

A THESIS

**Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of**

MASTER OF ARTS

School of Hotel, Restaurant, and Institutional Management

1964

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CHAPTER I

INTRODUCTION

The spectacular advances in medical science and technology have gradually transformed medical care from an individual profession into a highly organized and institutionalized industry. The most dramatic single example of this institutionalization of medicine is the modern hospital. During the past century a vast expansion has taken place in United States hospital facilities, both in-patient and out-patient.

The 7,028 hospitals¹ in the United States comprise an industry which ranks among the leading of the nation in terms of number of employees, plant assets, or dollar volume of services. Total physical plant investment as of 1962 was just scant of twenty billion dollars.² This amount more than doubled in the last ten years. Total plant investment in 1952 was \$9 1/2 billion. Total operating expense for that year was \$4 1/2 billion, of which payroll was \$2 3/4 billion.³ But to no one's surprise, hospital expenses rose to new highs in 1962. Total expenses in all registered hospitals reached

¹"Hospital Statistics 1962," Hospitals (August 1, 1963), p. 435.

²Ibid., p. 441.

³American Council on Education, University Education for Administration in Hospitals (Menasha, Wisc.: George Banta Publishing Company, 1954), p. 2.

\$10,129,216,000 of which the payroll of the 1,762,957 employees consumed \$6,734,877,000.⁴

Our society has been built upon the establishment and growth of institutional organizations demanding a comprehensive and essential function, known as management, requiring a kind of special leadership called administration.

The training of good administrators is widely recognized as one of American industry's most pressing problems. The hospital industry is no exception. The health field has been faced with the need for well-qualified administrators. The increasing influence of the professions upon the economic and social affairs of our country have brought with it a growing interest in the purposes, content and organization of all professional education; an interest which has deepened with the growing awareness that the social values, skills and knowledge of a specialist are largely shaped during his professional training.

The broadest type of information coming to the individual is that associated with his formal education. . .The individual's actions are guided by his particular educational exposure.⁵

The hospital field has only in recent years established graduate training for persons desirous of entering this field. The hospital field has had the advantage of several major studies concerning the

⁴"Hospital Statistics 1962," Hospitals (August 1, 1963), p. 435.

⁵Adrian M. McDonough, "Information-Raw Material for the Supervisor," Hospitals (July 16, 1957), pp. 55-56.

problems of hospital administration and the university curriculums to meet the needs in this field. The initial major study was conducted from 1945 to 1948 by a Joint Commission on Education with Charles E. Prall as director. This study attempted to calculate the annual demand for new administrators followed by a second study to survey for the assistant administrator or second officer in hospital executive departments.

Following the Prall study,⁶ the more recent Olsen report, the purpose of which was to present the findings of the Commission on University Education in Hospital Administration in regard to (1) its study of education for administration in hospitals as envisioned for the future, (2) its survey of present university programs in the field, and (3) its recommendations for the improvement of present programs as a group.⁷ Neither study gave major attention to undergraduate preparation for those desiring to enter the graduate field. Both Prall and Olsen made general recommendations. Both indicated a need for a well-rounded general education, but Olsen gave added emphasis to the need for more basic preparation in the field of business. Again, these studies relate to what might be then considered as "pre-hospital administration" courses. It is not without incidence, that it be noted, that these studies were made possible through the support of the W. K. Kellogg Foundation, an organization intensely interested in hospital administration education.

⁶Joint Commission on Education, The College Curriculum in Hospital Administration (Chicago: Physicians' Record Company, 1948).

⁷American Council on Education, op. cit., p. xv.

Over the ensuing years, we find that education in hospital administration has been confronted with basic conflicts over its place in higher education. One program, designed to prepare hospital administrators for hospitals having a capacity of less than 100 beds, was inaugurated at Georgia State College of Business Administration in Atlanta. This course of instruction is presented on an undergraduate level. Another challenge to the concept of hospital administration education at the graduate level has been undertaken by Leon Gintzig in his doctoral dissertation.⁸

But little or no attention has been given to the needs for education at the university undergraduate level for those middle management positions within a hospital organization. It is within this realm that this presentation is concerned.

⁸Leon Gintzig, "Hospital Administration in Higher Education" (unpublished Ph. D. dissertation, Graduate Program in Hospital Administration in the Graduate College of the State University of (Iowa) p. 1.

CHAPTER II

MANAGEMENT

Definition

In considering a management position, we first must consider what a manager is. Basically, we can say, a manager is one who is responsible for getting a job done that is too big to do by himself--a job that can be accomplished only through other people. The principal defining characteristic of his job is as simple as that. "He is responsible for more work than he can do alone; therefore, he has subordinates to help him get it done."¹ Accordingly, any person, regardless of what level he or she may function in the organization, is a manager varying only in relationship to responsibility.

It is not the intent of the writer to enter into a discourse on the distinction between the terms "management" and "administration." I feel it will suffice to repeat a prior implication, that administration requires a special characteristic known as leadership. Doctor Malcolm T. MacEachern has indicated a similar belief when he states, " 'administrator' implies initiative and leadership as well as

¹Mason Hair, Psychology in Management (New York: McGraw-Hill Book Company, Inc., 1956), p. 47

supervision."² For purposes of this study, the terms will be used interchangeably always implying the ability of that characteristic known as leadership.

We can ask, "What is administration?" There have been many definitions offered, but one in particular bears careful thought and consideration. Professor Lawrence A. Hill defined administration as "the art of what is possible."³ An art requires a medium for its expression. In the case of administration, the medium seems to be threefold. "Its full expression takes place in and through organization, human beings, and a certain kind of wide social and cultural setting."⁴

Skills

Numerous industries have been searching for the traits or attributes which will identify the "ideal manager".

The literature of executive development is loaded with efforts to define the qualities needed by executives, and by themselves these sound quite rational. Few, for instance, would dispute the fact that a manager needs good judgment, the ability to make decisions, the ability to make decisions, the ability to win respect of others, and all the other well-worn phrases any management man could mention. But one has only to look at the successful managers in any company to see how enormously their particular qualities vary from any ideal list of executive virtues."⁵

²Malcolm T. MacEachern, Hospital Organization and Management (Chicago: Physicians' Record Company, 1957), p. 96.

³Seminar with Professor Lawrence A. Hill, Director, Program in Hospital Administration, University of Michigan, February 12, 1963.

⁴Ordway Tead, The Art of Administration (New York: McGraw-Hill Book Company, Inc., 1956), p. 29.

⁵Perrin Stryker, "The Growing Pains of Executive Development, Advanced Management (August, 1954), p. 15.

The field of hospital administration can be included in this group for one of the previously mentioned studies⁶ devoted a chapter to the qualities required of administrators in hospitals. Yet this quest for the stereotype executive has become so intense that many companies, in concentrating on certain specific traits or qualities, stand in danger of losing sight of their real concern: what a man can accomplish, or to repeat Professor Hill's definition of administration, the art of what is possible.

An Analytical Approach

It was based upon this type of research that led Robert L. Katz⁷ to develop a "more useful" approach to the selection and development of administrators. This approach suggests that effective administration rests on three basic developmental skills which obviate the need for identifying specific traits and which provides a useful way of looking at and understanding the administrative process. Mr. Katz presents the concept of skill as an ability to translate knowledge into action and places the necessary skills into categories of technical, human and conceptual skills--all of which are interrelated.

In his approach, Mr. Katz indicates that: . . . technical skill implies an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques. . . Technical skill

⁶American Council on Education, op. cit., pp. 32-39.

⁷Robert L. Katz, "Skills of an Effective Administrator," Harvard Business Review (January-February, 1955), pp. 33-42.

involves specialized knowledge, analytical ability within that specialty, and facility in the use of the specific discipline.

Human skill is the executive's ability to work effectively as a group member and to build cooperative effort within the team he leads . . . is aware of his own attitudes, assumptions, and beliefs about other individuals and groups; he is able to see the usefulness and limitations of these feelings. By accepting the existence of viewpoints, perceptions, and beliefs which are different from his own, he is skillful in understanding what others really mean by their words and behavior. He is equally skillful in communicating to others, in their own contexts, what he means by his behavior.

Conceptual skill involves the ability to see the enterprise as a whole; it includes recognizing how the various functions of the organization depend on one another, and how changes in any one part affect all the others; and it extends to visualizing the relationship of the individual business to the industry, the community, and the political, social, and economic forces of the nation as a whole. Recognizing these relationships and perceiving the significant elements in any situation, the administrator should then be able to act in a way which advances the over-all welfare of the total organization.⁸

It is with this approach, that the writer designed the curriculum for middle management hospital positions that is presented in a subsequent chapter. But first, there must be an established need for improving the abilities of middle-management personnel in the hospital organization.

⁸ Ibid., pp. 35-36.

CHAPTER III

THE NEED FOR A PROGRAM

The success of any hospital probably is more dependent upon the competency and attitudes of its personnel than any other factor. Competent supervision at all levels is the soundest of investments in the improvement of management, financial stability and better patient care.¹

--John R. McGibony, M. D.

Establishing the Need

The best determinant for establishing any need is that based upon a thorough scientific study. The writer has no knowledge of any recent studies pertaining to the qualifications and needs of middle-management personnel in the hospital field. The only study pertaining to this level is the previously mentioned Prall study pertaining to the second officer in the hospital organization.

"The analysis of the situation revealed what appeared to be a considerable amount of understaffing in administrative departments."²

This analysis has been substantiated by Doctor Charles LeTourneau, Hospital Consultant and former Director of the Graduate Program in Hospital Administration at Northwestern University. Table 1 indicates the number of trained administrators he feels necessary for proper

¹H. H. Boyd, "Selecting Department Heads for the Small Hospital," Hospital Management (October, 1959), p. 6.

²Joint Commission on Education, op. cit., p. 104.

TABLE 1.--Need for trained administrators according to size of hospital

Number of Beds	Total Hospitals	Total No. of Administrators		Total Administrators Needed
25-99	3187	X	1	= 3187
100-199	1278	X	2	= 2556
200-299	555	X	3	= 1665
300-499	414	X	4	= 1656
500+	<u>537</u>	X	5	= <u>2685</u>
TOTAL	5971			11,749

Source: Charles LeTourneau, Hospital Administration Review, (North-Western University, Autumn (1957), p. 15.

operation of the then 5,971 hospitals. The total number of administrators includes a number of middle management positions. If the highest position in the administration of each of the 5,971 hospitals were deducted from the 11,759 needed administrators, the remaining balance of 5,778 is indicative of needed trained middle-management positions. The present need would undoubtedly be greater for an additional 1,057 hospitals have been constructed since Dr. LeTourneau's report. But statistics are lacking as to the number within this group which are trained in the skills of management.

Another method, non-scientific in nature, is available in determining the need for a program--that of consulting the more knowledgeable individuals in the hospital field. The writer was most fortunate in having received invaluable aid and information from a number of

these informed individuals. For the purposes of this study, contact was made with Mr. Andrew Pattullo, Director of the Division of Hospitals for the W. K. Kellogg Foundation. It is the writer's opinion that Mr. Pattullo is the foremost authority on the educational needs of hospital administration. The W. K. Kellogg Foundation has supported many programs in the field. It was at his suggestion that this study was undertaken. In addition, the writer had the support of Mr. James H. Sullivan, Administrator, McPherson Community Health Center, a most progressive organization in Howell, Michigan, and Mr. John C. Newton, Assistant Executive Director of the Michigan Hospital Association. Both gentlemen are members of the Undergraduate Advisory Group to the school of Hotel, Restaurant, and Institutional Management at Michigan State University.

Another criteria in determining a need is that of the material published by reknown people in the hospital field, but material which lacks a scientific approach. Professor Keith O. Taylor, Director of the Program in Hospital Administration at the University of California in Berkeley stated, "Many problems in hospital administration can be traced to poor human relations which, in turn, result from weakness in supervision. Hospital supervisors are well educated and trained, but often have little training in the art and skills of management."³

Lastly, we must consider those knowledgeable in the general area of management, for the problem of finding trained managers is not

³Keith O. Taylor, "Supervisory Development," Hospital Management (August, 1958), p. 121.

limited to the area of hospitals. Mr. Bennett writes:

According to many experts, a technically trained person is found to be lacking in the non-technical managerial skills, in which he should be trained if he is to perform the duties of a manager. Past and present cases have indicated evidence of deserving employees promoted to managerial positions solely as a reward for professional contributions. Little or no thought is given to their managerial qualifications. They are advanced on what is, perhaps, the least important of all managerial selective criteria--technical ability.⁴

The next step is to consider the aims of an undergraduate hospital management program.

Aims of the Program

When considering the middle management positions of the hospital for which the curriculum should be designed, invaluable aid was received from the members of the Undergraduate Advisory Committee.

As a result of several meetings which included the assistance of Professor Henry Ogden Barbour, Director of the School of Hotel, Restaurant and Institutional Management, the following aims were established:

1. To prepare B. A. graduates for department head positions through experience as an assistant department head after a reasonable training period.
2. To imbue such a department head with enough basic potential to qualify for enlarged responsibilities in due time, but not to prepare such a graduate for the top administrator's

⁴Willard E. Bennett, Manager Selection, Education and Training (New York: McGraw-Hill Book Company, Inc., 1959) p. 40.

position, which should require a master's degree and actual experience in the field.

3. To provide an informational base that will encourage further organized education in this field.

It is with these aims in mind that the curriculum was developed.

Position to Consider

An additional result from these meetings was that of selection of those middle-management positions toward which the course work should be directed. The positions selected for initial consideration are as follows:

Administrative Division

Assistant Administrator *

Administrative Assistant **

Unit Manager **

Controller *

Manager, Credit and Collection **

Admitting Officer **

Director, Personnel Administration *

Employment Manager *

Training Officer *

Director, Volunteer Services *

Purchasing Agent **

Professional Care Division

Food Service Director **

Dietitian *

Director, Out-Patient Services **

Plant Operation and Maintenance Division

Superintendent, Plant Operation *

Executive Housekeeper **

In addition, a position of related health care facility, that of the nursing home administrator, was included.

* Assistant positions for which a graduate could immediately qualify.

** Enlarged responsibility positions

CHAPTER IV

THE UNDERGRADUATE HOSPITAL CURRICULUM

In studying the problem of the undergraduate professional curriculum, keeping in mind the various cultural and philosophical concepts, certain forces affecting the curriculum must be taken into consideration. Some of these forces to be considered are: (1) a society whose needs are constantly changing; (2) new and improved means of performing management functions; (3) the factor of individual differences in the learning abilities among students of various age groups and who come to the institution from communities having conflicting viewpoints as to their desires in the professional graduate.¹

Design Based Upon Sociological Concepts

One of the changing concepts relating to education is that of a reduction in technical courses and a greater emphasis on a liberal arts type program. The reason is to extend a well-rounded, general education. But this can get out of hand, resulting in an excessive scattering of effort.

Another changing concept is that of attaining a higher level of education. "The possession of a college degree is considered in many

¹ Gintzig, op. cit., pp. 25-26.

companies virtually a must for holders of middle or top-level management jobs."² This attitude is becoming increasingly prevalent.

Frank Pace, Jr., former Secretary of the Army, Detlev Bronk, President of the Rockefeller Institute, and George Coppers, President of the National Biscuit Company, members of the Round Table discussing the value of a college education, agreed with other members, that a college degree provides an initial point of division between those more trained and those less trained; those better motivated and those less motivated; those with more social experience and those with less.³

This curriculum has also taken into consideration the changing concepts relating to medical care facilities. Consideration has been given to the trend toward the larger short term general acute hospital as well as the various types of long term facilities such as governmental psychiatric hospitals and proprietary convalescent facilities.

Design Based Upon the Latest Management Concepts

The curriculum has been approached from the viewpoint discussed in Chapter 11 which suggests that effective management rests on three basic developmental skills which obviates the need for identifying specific traits and provides a useful way of looking at and understanding the administrative process.⁴ This approach assumes the concept of skill as an ability to translate knowledge into action and places the necessary skills into

² Joseph Dean Edwards, Executives: Making Them Click (New York: University Books, 1956), p. 150.

³ What Makes An Executive? (New York: Columbia University Press, 1955), p. 64.

⁴ Katz, loc. cit.

categories of technical, human and conceptual skills--all of which are interrelated.

As previously mentioned, the need for managerial personnel to possess technical ability has been de-emphasized in recent years. It has been argued that since the manager's primary job is to motivate others to work, his own technical proficiency is secondary. Yet, there is a danger in discounting technical skills too much, particularly in certain types of work. For example, when a close degree of coordination is required, technical ability is the crucial qualification for leadership. Even where such close supervision is not required, technological ability helps the supervisor legitimize his own authority. Whenever subordinates place a high value on their own skills they show little respect for a supervisor who is less proficient than they.⁵ In what other industry could you find such a divergence of technical skills as found in a hospital? Technical ability is also important if the manager is to perform the function of training subordinates, a function which the writer feels is a foregone conclusion.

The second management skill considered in the development of the undergraduate curriculum is that of human skill.

Human skill is the executive's ability to work effectively as a group member and to build a cooperative effort within the team he leads. A technical skill is primarily concerned with 'things' (processes or physical objects), so human skill is demonstrated in the way the individual perceives (and

⁵George Strauss and Leonard R. Sayles, Personnel: The Human Problems of Management (Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1960), p. 103.

recognizes the perceptions of) his superiors, equals,⁶ and subordinates, and in the way he behaves subsequently.

Such a person works to create an atmosphere of approval and security in which subordinates feel free to express themselves without fear of ridicule, by encouraging them to participate in the planning and carrying out of those things which directly affect them. He is sufficiently sensitive to the needs and motivations of others in his organization so that he can judge the possible reactions to, and outcomes of, various courses of action he might undertake.

The third necessary administrative skill which was given great emphasis in the curriculum development is that which Mr. Katz calls a conceptual skill. It is undeniably of over-all importance for it is the unifying, coordinating ingredient of the administrative process. Because of its importance, perhaps it is best to review Mr. Katz's explanation pertinent to the conceptual skill previously presented in Chapter II.

He states, "conceptual skill involves the ability to see the enterprise as a whole; it includes recognizing how the various functions of the organization depend on one another, and how changes in any one part affect all the others; and it extends to visualizing the relationship of the individual business to the industry, the community, and the political, social, and economic forces of the nation as a whole."⁷

⁶Katz, op. cit., p. 34.

⁷Ibid., p. 36.

Recognizing these relationships and perceiving the significant elements in any situation, the manager should then be able to act in a way which advances the over-all welfare of the total organization. If the manager recognizes the over-all relationships and significance of any change, he is almost certain to be more effective in administering it.

This concept, as presented, has separated effective management into three basic skills. Its usefulness is probably limited to analytical purposes, the purpose for which it was applied in this study, for I repeat, in practice these skills are so closely interrelated that it is difficult to determine when one ends and another begins. The most important aspect is that each of these skills are necessary to be an effective manager regardless of the managerial level within an organization. Technical skill has greatest importance at the lower levels of management. Human skill, the ability to work with others, is essential at every level, and conceptual skill becomes increasingly critical in more responsible executive positions where its effects are maximized and most easily observed.

The undergraduate curriculum for middle management positions in hospitals is not designed for the student's attainment of the top-level position in the hospital organization. And it can be anticipated that the great majority of graduating students will enter the hospital organization at one of the lower management levels. Therefore, the students of this program will require a curriculum involving all three administrative skills--technical, human and conceptual.

Design Based Upon Job Requirements

In designing a curriculum involving specific job entities, it is necessary to understand the functions of each position and what is required to fulfill the functions.

An excellent source for this information is found in a publication prepared by the United States Department of Labor and the United States Employment Service in cooperation with the American Hospital Association.⁸ Consideration was related to the work performed, performance requirements, qualifications and employment variables. Appendices I-XIV contain job descriptions of the hospital positions under consideration.

Design Having an Excellent Foundation

The design of any given educational program requires a basis. Each major program within an educational institution has specific course offerings relevant to its field. Therefore, it was necessary to select a program offering the best educational basis for students contemplating entering the hospital management field.

Recommendations regarding undergraduate preparation for hospital management are few. The Prall study, although it did not give major attention to undergraduate preparation, did make rather general recommendations such as one or more courses in economics, sociology and psychology.⁹ The Olsen report gives added emphasis to the need for more basic preparation in the field of business.

⁸U. S. Department of Labor and Employment Service, Job Descriptions and Organizational Analysis for Hospitals and Related Health Services (Washington: U. S. Government Printing Office, 1952).

⁹Joint Commission on Education, op. cit., p. 57.

The academic period of graduate professional study . . . will have an adequate and sound background in the basic courses in administration usually found in the business division Without them or the equivalent background experience, he (the student) will not be equipped to approach, analyze, and solve problems of a realistic and complex nature, to prepare plans of action, and to suggest ways of carrying them out. They are essential, not only for understanding how our economic system and organizations operate, but also for knowing how to operate in them.¹⁰

These reports refer to the academic background recommended for entry to graduate programs in hospital administration.

Being in agreement to the above recommendation, the problem then appears to be the selection of a major field within the College of Business. Michigan State University's College of Business is rather unique in that in its various major areas is included the School of Hotel, Restaurant, and Institutional Management. Inasmuch as the many functions of the institution known as a hospital are similar in nature to those of a hotel, it would seem to be a natural curriculum basis for an undergraduate program designed for middle management positions in hospitals.

The managerial relationships of a hospital and hotel were borne out by Charles E. Prall, Director of the previously mentioned study, when he attempted to represent groups on the basis of occupational relatedness. Of the four occupational roles listed as related to hospital administration, one is that of a hotel manager.¹¹

Inspection reveals the curriculum as offered by the School of Hotel, Restaurant, and Institutional Management as revised on

¹⁰ American Council on Education, op. cit., p. 46.

¹¹ Joint Commission on Education, op. cit., p. 68.

March 7, 1964, (Appendix XV) has stipulated required courses in the University College which are considered basic to all students in the University. Also, there are required basic courses in a number of colleges within the University with greater emphasis on the courses as offered in the College of Business. In addition, there are certain required courses offered only in the School of Hotel, Restaurant, and Institutional Management. These required courses constituting the basic technical, human and conceptual administrative skills are augmented by a number of elective courses.

Courses Specifically Designed for Hospital Management

The existing course offerings pertaining to hospital management are limited in scope. Therefore, it is necessary to develop a course content in keeping with the aims of the study. As an initial suggestion, three courses have been designed, again, offering the students technical, human and conceptual skills which are to be offered in the School of Hotel, Restaurant, and Institutional Management.

Hospitals and Related Organizations, HRI 320, (Table 2) is designed as a five credit course, two 2 hour lectures with a 2 hour recitation, to introduce the students to the field of health care. Emphasis is on the conceptual concepts relating to medical economics, demands, relationships and influences of the segments of society on the hospital. This course will be available to those students who have completed Organization and Management (MGT 302) or approval by the Department.

TABLE 2.--Hospitals and Related Organizations (HRI 320) Course Outline

OBJECTIVES:

- I. Acquaint the student with hospital organization and its function, duties and responsibilities to the community and nation
- II. Acquaint the student with the various organizations involved in medical care and their relationship to the hospital
- III. Acquaint the student with the economic factors and problems involving medical care

METHODOLOGY:

- I. Lectures and discussions by instructor
- II. Lectures and discussions by guest speakers
- III. Field trips
- IV. Assigned readings
- V. Written examinations

TEXT:

- I. Doctors, Patients and Health Insurance
by: Herman M. and Anne R. Somers

SUPPLEMENTAL TEXTS:

- I. Hospital Organization and Management
by: Malcolm T. MacEachern
- II. The Hospital in a Modern Society
by: Arthur C. Bachmeyer and Gerhard Hartman
- III. Hospital and Medical Economics
by: Walter J. McNerney et al.
- IV. Handbook of Social Gerontology, Societal Aspects of Aging
by: Clark Tibbitts
- V. Readings in Medical Care
by: Committee on Medical Care Teaching of the Association of Teachers of Preventive Medicine

TABLE 2.--Continued

CREDITS: Five (5)

PREREQUISITES: Organization and Management (MGT 302) or approval by department

CONTENT:

I. Lecture--2 hours

A. History and evolution of:

1. Scientific medicine and institutional resistance
2. Hospitals
3. Public health movement

II. Lecture--2 hours

A. The changing structure of medical practice

1. General practice, specialism and comprehensive care
2. Growth of the paramedical professions

B. The modern hospital

1. The general hospital in transition
2. Ambitious goals and incomplete achievement
3. Doctors' workshop and/or community health center
4. The "Corporate Practice of Medicine"
5. Hospital ethics

III. Recitation

A. Field trip, McPherson Community Hospital, Howell--

Total Progressive Patient Care Concept

IV. Lecture--2 hours

A. Functions of a hospital

1. Patient care

TABLE 2.--Continued

-
-
- a. The patient and his family
 - (1) Social attitudes toward disease
 - (2) Attitude of the patient toward those who care for him
 - b. Progressive patient care
 - 2. ⁸ Education
 - 3. Research
 - a. Medical
 - b. Administrative
 - 4. Preventive health
- V. Lecture--2 hours
- A. Classifications of hospitals
 - 1. Social function
 - 2. Type of service
 - a. General
 - b. Special
 - (1) Medicine
 - (a) Internal medicine
 - (b) Nervous and mental
 - (c) Tuberculosis
 - (d) Children
 - (e) Communicable diseases
 - (f) Venereal disease

TABLE 2.--Continued

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-
- (2) Surgery
 - (a) Eye, ear, nose and throat
 - (b) Orthopedic
 - (c) Diseases of women
 - (d) Cancer
 - (e) Industrial
 - (3) Maternity
 - (4) Chronic disease
 - (5) Convalescent
3. Ownership and Control
- a. Governmental
 - (1) Federal
 - (2) State
 - (3) County
 - (4) City
 - b. Nongovernmental
 - (1) Church
 - (2) Fraternal
 - (3) Community
 - (4) Private--not for profit
 - (5) Private--for profit

VI. Recitation

- A. Guest speaker from Michigan Department of Mental Health

TABLE 2.--Continued

VII. Lecture--2 hours

A. The hospital organization--the power structure

1. Governing board

a. Duties and responsibilities

b. Relationships

c. Committees

2. Administrator

a. Duties relative to:

(1) Governing board

(2) Organization

(3) Personnel

(4) Professional care of the patients

(5) Management

(6) Hospital field

(7) Community

b. Ethics

VIII. Lecture--2 hours

A. The hospital organization--the power structure (cont.)

1. Medical staff

a. Relationships

b. Functions

c. Qualifications

d. Types

e. Organization

f. Ethics

TABLE 2.--Continued

-
-
- IX. Recitation--Guest speaker--member of governing board of local hospital
- A. Administrator case study
 - B. Medical staff case study
- X. Lecture--2 hours
- A. The ^hospital organization--clinical departments
 - 1. Division of medicine
 - a. Allergy
 - b. Cardiology
 - c. Communicable diseases
 - d. Dermatology
 - e. Endocrinology
 - f. Gastroenterology
 - g. Geriatrics
 - h. Pediatrics
 - i. Psychiatry and neurology
 - j. Pulmonary diseases
 - 2. Division of surgery
 - a. General surgery
 - b. Neurological surgery
 - c. Gynecology and obstetrics
 - d. Ophthalmology and otorhinolaryngology
 - e. Oral and maxillofacial
 - f. Orthopedic
 - g. Plastic

TABLE 2.--Continued

-
- h. Proctology
 - i. Thoracic
 - j. Urology
 - 3. Physical medicine and rehabilitation
 - a. Physical rehabilitation
 - b. Mental rehabilitation
 - c. Social rehabilitation
 - d. Vocational rehabilitation
 - e. Economic rehabilitation
 - B. The hospital organization--scientific and therapeutic departments
 - 1. Clinical laboratory
 - 2. Radiology
 - 3. Anesthesiology
 - 4. Physical therapy
 - 5. Occupational therapy
 - 6. Electrocardiography
 - 7. Inhalation therapy
 - 8. Pharmacy
 - 9. Radioactive isotopes
 - XI. Lecture - 2 hours
 - A. The hospital organization (cont.)
 - 1. Nursing department
 - 2. Dietary department
 - 3. Medical social service department

TABLE 2.--Continued

-
- 4. Medical records department
 - 5. Business department
 - a. Accounting
 - XII. Recitation--Guest speaker--radiologist, pathologist or department chairman
 - A. Accounting problem
 - XIII. Lecture--2 hours
 - A. The hospital organization (cont.)
 - 1. Business department (cont.)
 - a. Budgeting
 - b. Purchasing
 - c. Admitting
 - d. Insurance
 - e. Credit and collections
 - 2. Budgeting problem
 - XIV. Lecture--2 hours
 - A. The hospital organization (cont.)
 - 1. Personnel department
 - 2. Volunteer department
 - 3. Public relations department
 - 4. Service departments
 - a. Maintenance
 - b. Housekeeping
 - c. Laundry
 - XV. Recitation

TABLE 2.--Continued

-
-
- A. Guest speaker--American Association of Hospital Accountants
 - B. Mid-term examination
- XVI. Lecture--2 hours
- A. Inter-hospital organization
 - 1. Regionalization
 - 2. American Hospital Association
 - 3. Michigan Hospital Association
- XVII. Lecture--2 hours
- A. External organizations
 - 1. Public health
 - a. Organization
 - (1) Local
 - (2) State
 - (3) Federal
 - (4) International
- XVIII. Recitation--Guest speaker--Michigan Hospital Association and/or Michigan Department of Health
- XIX. Lecture--2 hours
- A. External organizations
 - 1. Public health
 - a. Functions
 - (1) Legal
 - (2) Vital statistics
 - (3) Education
 - (4) Laboratory services

TABLE 2.--Continued

-
-
- (5) Environmental health
 - (6) Nursing
 - (7) Social services
 - (8) Maternal and child health
 - (9) Nutrition
 - (10) Communicable disease control
 - (11) Addictive diseases
 - (12) Chronic diseases
 - (13) Occupational health
 - (14) Mental health

XX. Lecture--2 hours

A. External organizations

1. Accrediting groups

a. Hospital

- (1) Joint Commission on Accreditation of Hospitals

b. Education

- (1) American Medical Association

- (2) Various national specialty groups

- (a) American Society of Clinical Pathologists

- (b) American College of Surgeons

- (c) American Dietetic Association

- (d) Etc.

2. Medical auditing groups

- a. The Commission on Professional and Hospital Activities

TABLE 2.--Continued

-
-
- XXI. Recitation--Field trip--Commission on Professional and Hospital Activities--Ann Arbor, Michigan
- XXII. Lecture--2 hours
- A. The revolution of rising expectations in consumer demand
1. New dimensions of demand
 - a. A dubious luxury becomes a civic right
 - b. Demography and medical needs
 2. Varieties of consumer behavior
 3. Changing patterns of utilization
 - a. The over-all rise
 - b. Widely varying rates of increase
 - c. The trend to the hospital
 - d. Factors affecting hospital use
- XXIII. Lecture--2 hours
- A. The changing medical market place
1. The rising costs of medical care
 - a. The price spiral
 - b. Hospital rates
 - c. Physicians' fees
 - d. The uneven incidence on costs on families
 2. The omnipresent third party
 - a. The role of the third party
 - b. Private health insurance and medical care plans
 3. Employee benefit programs
 - a. Employer attitudes toward medical care

TABLE 2.--Continued

-
-
- b. Labor aims and influences
- XXIV. Recitation
- XXV. Lecture--2 hours
- A. Private health insurance
 - 1. Health insurance definitions and trends
 - 2. Insurance companies
 - a. Legal status and public regulation
 - b. Methods of operation
 - c. Eligibility
 - d. Benefits
 - e. Underwriting methods
 - 3. Blue Cross
 - a. Legal status and public regulation
 - b. Methods of operation
 - c. Eligibility
 - d. Benefits
 - e. Underwriting methods
- XXVI. Lecture--2 hours
- A. Private health insurance
 - 1. Blue Shield
 - a. Legal status and public regulation
 - b. Methods of operation
 - c. Eligibility
 - d. Benefits
 - e. Underwriting methods

TABLE 2.--Continued

2. The independents

- a. Industrial plans
- b. Nonindustrial plans
- c. The Group Health Association of America
- d. Eligibility
- * e. Benefits
- f. Costs

XXVII. Recitation--Guest speaker--Blue Cross and Commercial Insurance Co.

XXVIII. Lecture--2 hours

A. Private health insurance

- 1. Closing the enrollment gap
 - a. Present coverage
- 2. Paths to comprehensive coverage
 - a. Current benefit--expenditure ratios
 - b. The major gaps in benefit coverage
 - c. Major attempts at comprehensive coverage
 - d. Specialized approaches to comprehensive coverage
 - e. Benefit goals for the future
- 3. Costs and controls
 - a. The issue of controls
 - b. Economy, quality, and free choice
 - c. Carrier attempts at cost controls
 - d. The medical profession and cost controls

XXIX. Lecture--2 hours

- A. The special problem of the aged

TABLE 2.--Continued

-
1. Health needs, utilization and expenditures
 2. Financial resources of the aged
 3. Current health insurance for the aged
 4. Public policy and the aged

XXX. Recitation--Guest speaker--Michigan Nursing Home Association

Hospital Organization and Management, HRI 421, (Table 3) is designed as a five credit course, two 2 hour lectures with a 2 hour recitation. It involves a detailed analysis of the hospital organization, the functions, responsibilities, personnel, ethics, legal aspects, problems of each department, and their relationships to each other and to the hospital organization as a whole, and the skills employed in the management of a health care facility. The prerequisite for this course is Hospitals and Related Organizations (HRI 320) and Service Industry Accounting (HRI 388).

TABLE 3.--Hospital Organization and Management (HRI 421) Course Outline

OBJECTIVES:

- I. Acquaint the student with the distinctive aspects of the internal organization of the hospital.
- II. Acquaint the student with distinctive aspects of the responsibilities, duties, functions and problems of the hospital.

METHODOLOGY:

- I. Lectures and discussions by instructor
- II. Lectures and discussions by guest speakers
- III. Field trips

TABLE 3.--Continued

IV. Assigned readings

V. Written examinations

TEXT:

Hospital Organization and Management
by: Malcolm T. MacEachern

SUPPLEMENTAL TEXTS:

Cost Finding for Hospitals
by American Hospital Association

Hospital Safety Manual
by American Hospital Association

Manual of Hospital Housekeeping
by American Hospital Association

Manual of Hospital Maintenance
by American Hospital Association

Principles of Disaster Planning for Hospitals
by American Hospital Association

Uniform Chart of Accounts and Definitions for Hospitals
by American Hospital Association

The Give and Take in Hospitals
by Temple Burling, Edith M. Lentz, and Robert N. Wilson

Decision Making in Hospital Administration and Medical Care--A casebook
by James A. Hamilton

Patterns of Hospital Ownership and Control
by James A. Hamilton et al.

Budgeting and Cost Analysis for Hospital Management
by Leon E. Hay

Law of Hospital and Nurse
by Emanuel Hayt, Lillian R. Hayt, August H. Groeschel, and
Dorothy McMullin

Medical Ethics
by Edwin F. Healy

TABLE 3.--Continued

Student's Guide to Hospital Law

by John F. Harty, Nathan Hershey, Eric W. Springer, and
Donald M. Stocks

Principles of Hospital Administration

by John R. McGibony

Hospital Accounting Principles and Practice

by T. Leroy Martin

Modern Concepts of Hospital Administration

by Joseph K. Owen

Principles of Hospital Accounting

by L. Vann Seawell

CREDITS: Five (5)

PREREQUISITE: Hospital and Related Organizations (HRI 320).

CONTENT:

I. Lecture--2 hours

A. The modern hospital

1. Functions

a. Patient care

(1) Latest development and trends

(2) Legal aspects

(3) Records and reports

(4) Problems

b. Education

(1) Personnel

(a) Accredited programs and requirements

(1) Hospital administrators

(2) Interns

(3) Residents

TABLE 3.--Continued

(4) Nurses

(a) Graduate

(b) Practical

(c) Aides

(5) Medical record librarians

(6) Medical technologists

(7) Therapists

(a) Physical

(b) Occupational

(c) Inhalation

(8) Anesthetists

(9) X-ray technicians

(10) Dietitians

II. Lecture--2 hours

A. The modern hospital (cont.)

1. Functions (cont.)

a. Education (cont.)

(1) Public

(a) Planning

(2) Trends

(a) Councils

(3) Problems

b. Research

(1) Types

(a) Medical

TABLE 3.--Continued

-
-
- (1) Latest on-going research
 - (b) Administrative
 - (1) McNerney report
 - (2) Latest on-going research
 - (2) Records and reports
 - (3) Trends
 - (a) Operations Research departments
 - (4) Legal aspects
 - (5) Problems
 - c. Promotion of health
 - (1) Responsibility to the community
 - (2) Coordination with other organizations
 - (3) Existing programs
 - 2. Classifications
 - a. Review
 - (1) Clinical
 - (2) Ownership and control
 - (3) Other
 - (1) Short or long term, etc.
 - 3. Ethics
 - a. Hospital to the community as a whole
 - b. Hospital to other organizations
 - c. Hospital to the individual
 - 4. Legal aspects
 - a. Immunity

TABLE 3.--Continued

-
-
- III. Recitation
 - A. Guest speaker--Chairman, Educational Committee of a
local hospital
 - B. Case study
 - IV. Lecture--2 hours
 - A. Organization of the hospital
 - 1. The governing board
 - a. Size
 - b. Qualifications
 - c. Method of selection
 - d. Duties and responsibilities
 - e. Relationships
 - f. Officers
 - g. Committees
 - V. Lecture--2 hours
 - A. Organization of the hospital (cont.)
 - 1. The governing board (cont.)
 - a. Ethics
 - b. Legal aspects
 - c. Problems
 - VI. Recitation
 - A. Guest speaker--governing board members of a local hospital
 - B. Case study
 - VII. Lecture--2 hours
 - A. Organization of the hospital (cont.)

TABLE 3.--Continued

1.	The administrator
a.	Relationships:
(1)	Relative to the governing board
(2)	Within the organization
(3)	Relative to the personnel
(4)	Relative to the professional care of the patient
(5)	Relative to the community
(6)	Relative to the hospital field
b.	Records and reports
VIII.	Lecture--2 hours
A.	Organization of the hospital (cont.)
1.	The administrator (cont.)
a.	Ethics
b.	Legal aspects
c.	Trends
d.	Problems
IX.	Recitation
A.	Case studies
X.	Lecture--2 hours
A.	Organization of the hospital (cont.)
1.	The medical staff
a.	Relationships to:
(1)	Governing board

TABLE 3.--Continued

-
-
- (2) Administration
 - (3) Community
 - b. Functions
 - (1) Care of sick and injured
 - (2) Maintenance of efficiency
 - (3) Self-government
 - (4) Education
 - (5) Auditing the professional work
 - c. Qualifications for membership
 - d. Appointment to medical staff
 - e. Types of medical staffs
 - f. Organization of medical staff
 - (1) Divisions
 - (2) Officers
 - (3) Committees
 - (4) Bylaws
 - g. Conferences
 - (1) Analysis of clinical work
 - h. Medical audit
- XI. Lecture--2 hours
- A. Organization of the hospital (cont.)
 - 1. The medical staff (cont.)
 - a. Ethics
 - b. Legal aspects

TABLE 3.--Continued

	c. Trends
	d. Problems
	(1) Medioco-moral
XII.	Recitation
	A. Guest speaker--local physician
	B. Case study
XIII.	Lecture--2 hours
	A. Organization of the hospital (cont.)
	1. The administrative division
	a. The business department
	(1) Accounting office
	(a) Functions
	(b) Personnel
	(c) Relationships
	(d) Accounting method
	(1) Fund accounting
	(e) Statistics
XIV.	Lecture--2 hours
	A. Organization of the hospital (cont.)
	1. The administrative division (cont.)
	a. The business department (cont.)
	(1) Hospital cost analysis
	(a) Objectives
	(b) Prerequisites
	(c) Methods

TABLE 3.--Continued

	(2)	Cost reimbursement formulas
	(3)	Trends
	(4)	Problems
XV.		Recitation
	A.	Accounting problem
	B.	Cost analysis problem
XVI.		Lecture--2 hours
	A.	Organization of the hospital (cont.)
	1.	The administrative division
	a.	The business department
	(1)	Hospital budgeting procedure
	(a)	Review of principles
	(b)	General fund income budgeting procedure
	(c)	General fund expense and cash budgets
	(d)	Budgeting problems of temporary funds, endowment funds, plant funds, and general funds
XVII.		Lecture--2 hours
	A.	Organization of the hospital (cont.)
	1.	The administrative division (cont.)
	a.	The business department
	(1)	Credit and collections office
	(2)	Insurance office
	(a)	Property and liability
	(b)	Hospitalization

TABLE 3.--Continued

	(3) Records and reports
	(4) Legal aspects
	(5) Problems
XVIII.	Recitation
A.	Budgeting
B.	Budgeting problem
XIX.	Lecture--2 hours
A.	Organization of the hospital (cont.)
1.	The administrative division (cont.)
a.	The admitting department
(1)	Importance
(a)	Initial patient contact
(2)	Personnel
(3)	Functions
(4)	Legal aspects
(a)	Admitting and discharge
(b)	Consent to medical and surgical procedures
XX.	Lecture--2 hours
A.	Organization of the hospital (cont.)
1.	The administrative division (cont.)
a.	The admitting department (cont.)
(1)	Legal aspects (cont.)
(a)	Autopsy
(2)	Release of information
b.	Public relations department

TABLE 3.--Continued

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-
- c. Volunteer services department
 - XXI. Recitation
 - A. Case studies
 - XXII. Lecture--2 hours
 - A. Organization of the hospital (cont.)
 - 1. The administrative division (cont.)
 - a. Purchasing department
 - (1) Functions
 - (2) Personnel
 - (3) Relationships
 - (4) Systems
 - (5) Inventory and controls
 - (6) Ethics
 - (7) Legal aspects
 - (8) Trends
 - (a) Group purchasing
 - (9) Problems
 - b. Personnel department
 - (1) Functions
 - (2) Relationships
 - (3) Policies
 - (4) Wage and salary
 - (5) Training
 - (6) Benefits
 - (7) Health and safety

TABLE 3.--Continued

(8)	Legal aspects
(9)	Trends
(10)	Problems
XXIII.	Lecture--2 hours
A.	Organization of the hospitals
1.	Professional care division
a.	Clinical departments
(1)	Functions
(2)	Personnel
(3)	Relationships
(4)	Records and reports
(5)	Legal aspects
(6)	Problems
(a)	Medicine
(1)	Allergy
(2)	Cardiology
(3)	Communicable diseases
(4)	Dermatology
(5)	Endocrinology
(6)	Gastroenterology
(7)	Geriatrics
(8)	Pediatrics
(9)	Psychiatry and neurology
(10)	Pulmonary diseases
(b)	Surgery

TABLE 3.--Continued

(1)	General surgery
(2)	Operating-room service
(3)	Sterilization
(4)	Neurological surgery
(5)	Gynecology and obstetrics
(6)	Maternity
(7)	Ophthalmology and otorhinolaryngology
(8)	Oral and maxillofacial surgery
(9)	Orthopedic surgery
(10)	Plastic surgery
(11)	Proctology
(12)	Thoracic surgery
(13)	Urology
(c)	General practice
(d)	Physical medicine and rehabilitation
XXIV. Recitation	
A.	Guest speaker--local rehabilitation center
B.	Case study
XXV. Lecture--2 hours	
A.	Organization of the hospital (cont.)
1.	Professional care division (cont.)
a.	Scientific and therapeutic departments
(1)	Functions
(2)	Personnel
(3)	Relationships

TABLE 3.--Continued

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-
- (4) Records and reports
 - (5) Legal aspects
 - (6) Problems
 - (a) Pathological and clinical laboratories
 - (b) Radiology
 - (c) Anesthesiology
 - (d) Physical therapy
 - (e) Occupational therapy
 - (f) Inhalation therapy
 - (g) Electrocardiography
 - (h) Pharmacy

XXVI. Lecture--2 hours

A. Organization of the hospital (cont.)

1. Professional care division (cont.)

a. Nursing department

- (1) Functions
- (2) Personnel
- (3) Staffing patterns
- (4) Special services
- (5) Ethics
- (6) Records and reports
- (7) Legal aspects
- (8) Trends
- (9) Problems

TABLE 3.--Continued

-
-
- c. Medical social service department
 - (1) Functions
 - (2) Personnel
 - (3) Relationships
 - (4) Records and reports
 - (5) Problems
- XXIX. Lecture--2 hours
- A. Organization of the hospital (cont.)
 - 1. Plant operation and maintenance division
 - a. Mechanical department
 - (1) Functions
 - (2) Personnel
 - (3) Records and reports
 - (4) Trends
 - (5) Problems
 - b. Maintenance department
 - (1) Functions
 - (2) Personnel
 - (3) Records and reports
 - (4) Trends
 - (5) Problems
 - c. Housekeeping department
 - (1) Functions
 - (2) Personnel

TABLE 3.--Continued

	(3) Records and reports
	(4) Trends
	(5) Problems
d.	Laundry department
	(1) Functions
	(2) Personnel
	(3) Records and reports
	(4) Trends
	(5) Problems
XXX.	Recitation
	A. Guest speaker--Executive Housekeeper
	B. Disaster Planning
	1. Functions and responsibilities of personnel in all departments

Hospital Procedures, Supplies and Equipment, HRI 422 (Table 4) is designed as a four credit course consisting of two 1½ hour lectures and a 3 hour laboratory. The content consists of an investigation of the procedures, supplies and equipment unique to a hospital organization culminating in the acquisition of terminology helpful in facilitating communication among the various professional groups. The prerequisites are Hospital Organization and Management (HRI 421), and Purchasing and Materials Management (MGT 305).

TABLE 4.--Hospital Procedures, Supplies and Equipment (HRI 422)
Course Outline

OBJECTIVES:

- I. Acquaint the student with the distinctive aspects of the various procedures performed within the hospital, and the supplies and equipment used in conjunction with these procedures.
- II. Augment the knowledge, techniques and principles of purchasing and materials control to the acquisition and control of specialized supplies and equipment.
- III. Acquaint the student with the terminology of the hospital to facilitate communication.

METHODOLOGY:

- I. Separation of the hospital organization into all its individual departments.
- II. Presentation of the procedures, supplies and equipment unique to each hospital department.
- III. Lectures and discussions by instructor
- IV. Guest speakers in various specialized departments
- V. Field trips

TEXT: Hospital Purchasing and Inventory Control
by E. C. Wolf

SUPPLEMENTAL MATERIAL:

Dorland's Medical Dictionary

Laboratory, medical and surgical catalogs

CREDITS: Four (4)

- A. Two 1½ hour lectures
- B. One 3 hour laboratory

TABLE 4.--Continued

PREREQUISITES:

- A. Hospitals and Related Organizations (HRI 320)
- B. Hospital Organization and Management (HRI 421)
- C. Purchasing and Materials Management (MGT 305)

EXAMPLE OF CONTENT:**I. Clinical laboratory****A. Complete blood count (CBC)****1. Purpose****a. Determination of:****(1) Type of illness--due to:****(a) Bacteria--causing****(1) Appendicitis****(2) Infectious mononucleosis****(3) Leukemia****(b) Virus--causing****(1) Measles****(2) Mumps****b. Base for treatment****c. Level of medication****2. Segments of procedure****a. White blood count (WBC)****(1) Differential--to:****(a) Determine percentage and type of white
cells**

TABLE 4.--Continued

(b) Red blood count (RBC)

(1) Hematocrit--to:

(a) Determine the volume of
red blood cells in diag-
nosing:

(1) Anemia or poly-
cythemia

(2) Hemoglobin level

3. Supplies

- a. Pipettes
- b. Capillary tubes--heparinized
- c. Solutions
 - (1) Acetic solution
 - (2) Haymes solution
 - (3) Cyanomethemoglobin
 - (4) Counting chambers

4. Equipment

- a. Capillary tube shaker
 - b. Microscope
 - c. Tally counter
 - d. Differential counter
 - e. Hematocrit centrifuge
 - f. Hematocrit reader
 - g. Coulter counter
-

An additional course offering, Independent Study (HRI 499), will be utilized for above average undergraduate students to do independent work on specific health care problems. Students will work with the guidance of a major professor. Credit is variable, one to five credits.

The writer feels the courses, as outlined, constitute a thorough initial effort. But, as with any curriculum, constant review and evaluation is necessary.

Design Based Upon Flexibility

In a program of this nature, it is essential, regardless of its basis, that adequate flexibility be provided. The need for drawing on many interdepartmental disciplines to supplement the field of major concentration makes flexibility a basic element in the curriculum planning. An attempt has been made to establish a program of reasonable breadth readily tailored to the needs of the hospital field.

When selecting a basis for a program, regardless of which field it may concentrate, certain course requirements may not be apropos to the specific needs of the major endeavor, in this case, that of hospital management. This problem would be encountered irrespective of the basis chosen. The hospital management curriculum as proposed (Table 5) requires certain changes in the present stipulated requirements. All recommendations in educational requirements and electives are based upon the Michigan State University

catalog issue 1963-64 other than the previously mentioned curriculum changes in the School of Hotel, Restaurant, and Institutional Management.

TABLE 5.--School of Hotel, Restaurant and Institutional Management--
Hospital Management Curriculum

Required Courses	Credits
UNIVERSITY COLLEGE	
ATL 111 - American Thought and Language	3
Training in reading and writing through the use of selected American documents; particular emphasis on structure and development of ideas. Introduction to library use. Weekly writing assignments.	
ATL 112 - American Thought and Language	3
Training in reading and writing through the use of selected American documents; particular emphasis on problems of style. Library papers. Weekly writing assignments.	
HUM 241 - Humanities	4
A field of study in relation to general education; classical background of Western man as seen in Greek pattern of community life, religion, philosophy, literature, and art; Roman contributions as seen in the imperial idea, in concepts of the good life, in architecture and engineering, and in development of law; Christian roots of Western civilization as seen in its spiritual foundations, the basic teachings of Jesus Christ, and growth of the early church.	

TABLE 5.--Continued

Required Courses	Credits
HUM 242 - Humanities	4
<p>Medieval man in Western Europe; economic life on manor and in towns; political ideas and practices in feudal times, influences from Island and the East; creation of a Christian synthesis in spirit, thought, education, literature, art, and music; emergence of modern man and modern forces in Western civilization; transition to a dynamic capitalist economy; the development of nation state; humanism as expressed in literature, art, and music; the Protestant Reformation.</p>	
HUM 243 - Humanities	4
<p>Intellectual foundations of the modern world: revolution in science; thought, literature, and art of the Enlightenment. Locke and origins of democratic political theory, the liberal revolutions, romanticism and idealism in philosophy and the arts, impact of the machine, advance of science, nationalism and imperialism; attacks on liberalism from Right and Left; break-up of liberal order; effect of World Wars; rise of collectivism; contemporary spirit in literature and art; contemporary views of the world and man.</p>	
NS 181 - Natural Science	4
<p>Area of reproduction and cell theory presented so as to demonstrate function of empirical trial and error methods in science, while heredity exemplifies the significance of the use of broad theories or conceptual schemes. Emphasis on human use of knowledge of reproduction and heredity.</p>	

TABLE 5.--Continued

Required Courses	Credits
NS 182 - Natural Science	4
<p>Consideration of geological processes of the earth and organic evolution. The scientific methods involved and social and cultural consequences of the historical development of areas considered.</p>	
NS 183 - Natural Science	4
<p>Nature of matter and energy as explained by concepts of heat, atomic-molecular theory. These subject-matter areas are approached from the point of view of the methods involved in their development and followed by a discussion of the impact they have had on social man.</p>	
SS 231 - Social Science	4
<p>Basic concepts used in analysis of social behavior. Processes by which new members of group are oriented to prevailing patterns of behavior. Part played by such agencies as the family, school, and church in the development of personality and in the socialization process.</p>	
SS 232 - Social Science	4
<p>Problem of satisfying human needs and wants. This includes sociopsychological (non-economic) needs and wants as well as treatment of ways in which resources are allocated and products distributed in response to economic needs and wants. Economic institutions with emphasis on their relationships to other aspects of human behavior.</p>	

TABLE 5.--Continued

Required Courses	Credits
SS 233 - Social Science	4
Problem of regulating and controlling human behavior. Social control functions of informal groups as well as family, church, and school. Controls exerted by the institution of government. Controlling and regulating human behavior on the international level.	
Required of All Students--Total	45
OTHER COLLEGES	
CEM 101 - Introductory Chemistry	3
Fundamental principles including laws of chemical combination, states of matter, chemistry of nonmetals and their important compounds.	
CEM 102 - Introductory Chemistry	3
Continuation of 101	
CEM 103 - Introductory Chemistry: Carbon	
Compounds	3
Chemistry of carbon compounds, introducing the aliphatic and aromatic hydrocarbon series. Some typical compounds are prepared and their behavior studied.	
FN 100 - Elementary Food Preparation *	5
Fundamental principles of cookery: preparation of some foods and dishes.	

* Course required for HRI Majors.

TABLE 5.--Continued

Required Courses	Credits
FN 241 - Nutrition	4
Selecting food to meet nutritional standards for well people.	
MTH 122 - Mathematics for Business *	4
Introduction to algebra including vectors and matrices, mathematical analysis through elementary calculus including logarithmic and exponential functions. Application to models in economics and business.	
MPH 233 - Sanitary Bacteriology *	4
General fundamental and applied considerations of the bacteria and certain other microorganisms, with greater emphasis on public health aspects of bacteriology in relation to food, milk, water, air, and sewage. Practical aspects of environmental sanitation stressed.	
PSY 151 - General Psychology *	4
Survey of psychological topics including learning, motivation, emotions, intelligence, personality, social relations and related elementary concepts. Students generally participate in psychological experiments outside of class for up to 3 to 5 hours per term.	
STT 121 - Introduction to Probability *	4
Sets and algebra of sets. Chance experiments, outcomes and events. Probabilities of events. Conditional probability, independent	

TABLE 5.--Continued

Required Courses	Credits
<p>trials, Bayes' theorem. Introduction to statistical inference relevant to business decision problems.</p>	
<p>Total 34</p>	
COLLEGE OF BUSINESS	
<p>AFA 210 - Principles of Accounting * 3</p> <p>Fundamental concepts of accounting, including income determination and preparation of statements.</p>	
<p>AFA 211 - Principles of Accounting * 3</p> <p>Introductory study of the balance sheet accounts.</p>	
<p>AFA 212 - Principles of Accounting * 3</p> <p>Introduction to job-order, process and standard cost accounting; statement analysis including fund and cash flow statements; break-even analysis and budgeting.</p>	
<p>EC 200 - Introduction to Economics * 3</p> <p>Surveys primary problems--inflation, depression, wages, prices, profits, government finance, and conditions leading to progress and security--by using analytical tools of national income, saving, investment, and aggregate supply and demand.</p>	
<p>EC 201 - Introduction to Economics * 3</p> <p>Continuation of 200. Operation of market system in controlling production and incomes.</p>	

TABLE 5.--Continued

Required Courses	Credits
EC 202 - Introduction to Economics *	3
Continuation of 201. Analysis of basic economic problems such as government regulation of industry, collective bargaining, international affairs, government spending.	
LIO 326 - Business Writing *	4
Or	Study and analysis of business and industrial communication problems; extensive instruction and practice in writing.
LIO 427 - Business and Technical Reports *	4
Discussion and illustration of report writing techniques; study of use, form, and structure of different types; practice in preparing the most frequently used. One complete research report required.	
LIO 341 - Business Law *	4
Historical development of the law; courts, court procedures and civil remedies, torts, crimes, contracts, agency, sales, negotiable instruments, real and personal property, including bailments and liens. Textbook and lecture rather than case approach.	
MGT 302 - Organization and Administration *	3
Analysis of approaches to internal organization and administration of business and other goal directed institutions. Included is consideration of behavioral aspects of the executive position and environmental	

TABLE 5.--Continued

Required Courses	Credits
factors affecting the administrative process within organizations.	
MGT 305 - Purchasing and Materials Management	3
Principles and practices which have proved effective in securing the proper materials at proper time, place, and price; importance of proper inventory control and materials management. Course presented from administrative viewpoint.	
Total	32
Total Required Non HRI Credits	111
SCHOOL OF HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT	
HRI 102 - Introduction to Hotel, Restaurant and	
Institutional Management *	4
Introduction to principles, management concepts and career opportunities in the hotel, motel, restaurant, hospital administration, food service, recreation center and other public accommodation business. Includes front office practices.	
HRI 151 - Professional Experience I *	0
To be approved in advance by Professional Experience Supervisor. Actual experience in industry, designed to provide a professionally significant addition to the student's body of knowledge.	

TABLE 5.--Continued

Required Courses	Credits
HRI 252 - Professional Experience II *	0
Must be completed before enrollment for final quarter of Senior year. Continuation of HRI 151.	
HRI 305 - Lodging Management *	5
The functions of administration, organization, supervision and activation principally in organizations providing overnight accommodations. Considerations of ethics, goals, policies, trade association functions, collective bargaining, and employee direction.	
HRI 320 - Hospitals and Related Organizations	5
An introductory survey of the health care field, the economics, demands, needs, relationships and influences of the community and various organizations on the hospital.	
HRI 345 - Quantity Food Production	6
Basic principles standards, and practices involved in large quantity food production.	
HRI 335 - Service Industries Engineering I *	5
Engineering in the food and lodging industry, emphasizing utilities, machinery characteristics, and environment.	
HRI 336 - Service Industries Engineering II *	5
Engineering in the food and lodging industry, emphasizing maintenance, rehabilitation equipment needs, and cost considerations.	

TABLE 5.--Continued

Required Courses	Credits
<p>HRI 350 - Work Methods in Volume Feeding and Housing *</p>	4
<p>Basic principles of work methods and layout. Includes flow analysis, time and motion study, work simplification, data processing and setting of standards.</p>	
<p>HRI 388 - Service Industry Accounting *</p>	4
<p>Principles of accounting applied to the service industries. Financial statement analysis and cash flow concepts. Use of accounting by management emphasized.</p>	
<p>HRI 421 - Hospital Organization and Management</p>	5
<p>A detailed analysis of the hospital organization, the functions, responsibilities, personnel, ethics, legal aspects, problems of each department, their relationships to each other and to the organization as a whole, and the general skills employed in the management of a health care facility.</p>	
<p>HRI 422 - Hospital Procedures, Supplies and Equipment</p>	4
<p>An investigation of the procedures supplies and equipment unique to a hospital organization culminating in the acquisition of terminology helpful in facilitating communications among the various professional groups.</p>	

TABLE 5.--Continued

Required Courses	Credits
HRI 447 - Food and Beverage Management *	5
Duties and responsibilities of the manager in restaurant and catering operations. Uses of accounting and management methods in budgeting, forecasting, controlling costs, establishing operational policies, and food and beverage cost control.	
Total Required HRI Credits	52
Total Required Credits	160
Elective Courses	Credits
SCHOOL OF HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT	
HRI 355 - Purchasing for Food and Lodging	
Establishments *	4
Study of standards of quality applied to food and beverage, china, glass, silver, linen, and supplies, including the writing of specifications and establishing procurement policies. Field Trips Required.	
HRI 375 - Food and Lodging Merchandising *	5
Application of principles of marketing, promotion, public relations, service, menu planning, and advertising to achieve public recognition, good will, and the sale of rooms, food, and services.	

TABLE 5.--Continued

Elective Courses	Credits
HRI 472 - Design and Layout	4
Layout and design of service industry facilities. Space utilization for maximum productivity. Students study and plan actual layouts for guest rooms, dining rooms, kitchens and auxiliary facilities.	
HRI 473 - Operations Research in Food and	
Lodging Management	4
Application of operational research techniques to food and lodging management problems, emphasizing qualitative decision models.	
HRI 490 - Operational Analysis in the Housing	
and Feeding Industry	5
Advanced management concepts, leading to an understanding of decision theory as applied to directed investigation into specific hospitality operations.	
HRI 499 - Independent Study	1 to 5
Opportunity for above-average undergraduate students to do independent work on specific problems. Proposed project must be approved prior to enrollment. Students will work with guidance of a major professor.	

TABLE 5.--Continued

Elective Courses	Credits
COLLEGE OF BUSINESS	
AFA 318 - Financial Administration	3
Develops basic theoretical framework for decision making in financial management. Role of financial manager in achieving liquidity and profitability. Financial planning to estimate requirements for funds and to meet financial needs from internal sources and from money and capital markets. Management of current assets.	
AFA 320 - Survey of Cost Accounting	3
Principles and methods of cost accumulation. Cost systems and cost reports to operating management.	
AFA 325 - Credit and Collections	3
Nature and importance of credit in our marketing system. Retail mercantile credit, and collections approached primarily from viewpoint of the management of credit operations.	
AFA 436 - Governmental Accounting	3
Financial organization, budgetary procedure, systems of accounts, and the relationships among the various governmental funds.	
EC 305 - Survey of Labor and Industrial Relations	3
Development, aims, structure, and functions of labor and employer organizations. Primary issues in collective bargaining, such as	

TABLE 5.--Continued

Elective Courses	Credits
wages, seniority, and union shop. Public policy toward labor management relations.	
EC 318 - Money, Credit and Banking	3
Commercial banking and its relation to the Federal Reserve System. Our monetary system and its regulation. Effects of monetary policy on prices, national income, and employment.	
LIO 350 - Principles of Insurance	3
Risks and risk bearing from the standpoint of creation, reduction, elimination, and evaluation. Exposures classified as to importance, coverage applicable, and limits of liability. State and federal regulations considered.	
LIO 370 - Office Management	3
Office organization, layout, appliances, personnel, procedures, standards, supervision. Functions and work of the business departments, such as filing, stenographic, purchasing, credit, and collection. Selection, training, promotion, payment, and supervision of office employees.	
LIO 443 - Property, Negotiable Instruments	4
Law of real and personal property, including bailments, liens and security transactions, sales, and negotiable instruments. Case study method used.	

TABLE 5.--Continued

Elective Courses	Credits
MGT 303 - Fundamentals of Personnel Administration	3
<p>Organization, functions, and administration of a personnel department. Cases illustrative of administrative problems involved in relationships among people of an organization.</p>	
MGT 307 - Personnel Relations	3
<p>Labor relations aspects of personnel management emphasized, selection and placement, discipline and morale, promotions, layoffs, job evaluation, incentive systems, profit sharing and the influence of collective bargaining and legislation on personnel policies.</p>	
MGT 403 - Safety Management	3
<p>Principles, responsibilities, techniques of management to provide safety in business and industrial operations. Organization and operation of a safety program; supporting, motivating safety work; locating and correcting hazards; new product safety.</p>	
MGT 404 - Human Relations Problems in Business	
Administration	3
<p>Relationships among people in business organizations. Making decisions among business alternatives with due regard for human relations. Business cases used to provide real-life situations for study. Not a course in union-management relations. Emphasis is on relationships among individual or small groups.</p>	

TABLE 5.--Continued

Elective Courses	Credits
MKT 300 - Consumption and Marketing Organization 3	
Social, physical, political and economic forces affecting distribution methods and institutions. Particular attention to consumer influences and theories of consumer behavior. Structural organization of marketing system--institutions and functions involved in flow of ownership, possession information and payments. Problems and analysis of costs, efficiency and social productivity.	
MKT 445 - Physical Distribution 3	
Study of the systems used in the physical distribution of goods; specific problems to be studied include; optimum location of storage and transfer sites, layout and materials handling within distribution centers, and selection of transportation media to effect maximum economy of movement.	
OTHER COLLEGES	
ADV 427 - Principles of Public Relations 3	
Problems of interpreting an organization or business to its various publics and interpreting the publics to the organization. Projects related to student's major interest.	
COM 101 - Public Speaking 3	
Principles and practices of effective speaking in both informal and formal situations.	

TABLE 5.--Continued

Elective Courses	Credits
COM 116 - Group Discussion	3
Principles and practices of effective leadership and participation in group discussion or conference.	
COM 305 - Persuasion	3
Psychological appeals in persuasive speaking. Practice in securing acceptance of ideas with psychological appeals as well as logical reasoning.	
COM 316 - Advanced Group Discussion and Leadership	3
Contemporary theories and types of group discussion. Study of communication variables in group discussion situations.	
ED 200A - Educational Psychology	3
Major psychological factors in the school learning-teaching situation; concepts in human development related to problems in the school situation; teacher's role in motivation, conceptual learning, problem solving, and the development of emotional behavior, attitudes and values; learning of skills; retention and transfer; and measurement of student abilities and achievement.	
ED 828D - Instructional Methods in Business and Industry	3
Designed for personnel responsible for the training function. Various instructional methods examined with emphasis on the conference method of problem solving.	

TABLE 5.--Continued

Elective Courses	Credits
FSC 341 - Meats I *	3
Composition of meat, its nutritive value, economy, selection and utilization. Distinction between beef, lamb and pork with identification of grades and cuts.	
FSC 348 - Meat Selection	3
Identification, grading and cutting of meats with special references to restaurant and institutional requirements. Costs and prices as related to menus.	
JRN 318 - Technical Writing	3
Training and practice in preparing popular articles on technical subjects.	
PSY 255 - Psychology of Business and Personnel	3
Application of psychological principles and methods to selection, placement, training, supervision, evaluation, and motivation of personnel; worker and manager efficiency; accident prevention. Introduction to problems of human relations in business and industry.	
PSY 356 - Psychology of Human Relations in Industry	3
Practical applications of psychological insights into management-worker, management-union, and worker-union relations emphasized. Psychological aspects of human relations problems in governmental organizations.	

TABLE 5.--Continued

Elective Courses	Credits
PSY 456 - Training and Supervising	3
Psychological principles and methods applied to training workers, supervisors, and executives in business, industrial, and governmental organizations.	
PSY 457 - Personnel Interviewing	3
Development of interviewing skills for business, industry and government situations. Integration of interview and test finding. Review of pertinent research methods and findings.	
SOC 241 - Introduction to Sociology	3
Introduction to nature of sociological inquiry and to concepts and principles of sociology. Analysis focuses on institutional features of modern society and of structure and dynamics of social organization.	
SOC 422 - Political Sociology	3
Political action in the United States in relation to theory and practice of democracy. Nature of social pressures, political group, politician and effect of local community situation on political activity will be considered.	
STT 223 - Statistics in Business Decision-Making	4
Statistical inference and decision-making under uncertainty. Summarization of information and statistical tests. Statistical decision rules and their evaluation in terms of expected cost. Risk.	

TABLE 5.--Continued

Elective Courses	Credits
SW 439 - Interviewing in Social Welfare	3
Interview as a basic tool in various social welfare and related fields and as used in guidance, marriage counseling, employment, research, community organization, group work and recreation, and social case-work. Analysis of generic methods and principles.	
TRA 270 - Textiles I	3
Interpretation of basic textile information. Fundamental concepts of fiber, yarn and fabric structures. Introduction to finishing, coloring methods and blending.	
TRA 293 - Interior Design I	4
Basic interior design principles as they relate to physical site, interior planning, functional requirements, materials and construction, color, texture and enrichment.	
Minimal Total Elective Credits	17
Total Credits Required for	
Bachelor of Arts Degree	180

The hospital management curriculum, as presented, involves the following substitutions and eliminations:

Substitutions:

Nutrition, FN 241 for Nutrition for Man, FN 102. The course content appears to be more appropriate to those students concerned with health care. This is indicative inasmuch as it is a required course for students majoring in nursing.

Introductory Chemistry CEM 101, 102, 103 for Food Production Technology, HRI 245. In addition to being a prerequisite for Nutrition FN 241, it will offer the student a more detailed concept of chemistry.

Eliminations:

Meats I, FSC 341.

Purchasing for Food and Lodging Establishments, HRI 355.

Food and Lodging Merchandising, HRI 375.

Laws of Food and Lodging Management, LIO 447.

These courses have been eliminated in favor of extending to the student an opportunity to draw upon many interdepartment courses to supplement their special interests as well as offering a well rounded general education. Table 6 contains a number of suggested electives appropriate to the position of the student's interest. As can be seen, many are in the area of behavioral sciences.

TABLE 6.--Suggested Curriculum for Hospital Positions

I. Administrative Division

A. Assistant Administrator * (Appendix I)

1. Hospital Management major

a. Special area electives

- (1) Operations Research in Food and Lodging Management (HRI 473)
- (2) Operational Analysis in the Feeding and Housing Industry (HRI 490)
- (3) Independent Study (HRI 499)
- (4) Principles of Public Relations (ADV 427)
- (5) Financial Administration (AFA 318)
- (6) Survey of Labor and Industrial Relations (EC 305)
- (7) Principles of Insurance (LIO 350)
- (8) Office Management (LIO 370)
- (9) Fundamentals of Personnel Administration (MGT 303)
- (10) Human Relations Problems in Business Administration (MGT 404)
- (11) Psychology of Human Relations in Industry (PSY 356)

* Enlarged responsibility positions.

** Assistant positions which hospital management majors could qualify for upon graduation.

TABLE 6.--Continued

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-
- (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
 - (13) Introduction to Sociology (SOC 241)
 - (14) Political Sociology (SOC 422)
 - (15) Statistics in Business Decision-Making
(STT 223)

B. Administrative Assistant ** (Appendix II)

1. Hospital Management major

a. Special area electives

- (1) Operations Research in Food and Lodging
Management (HRI 473)
- (2) Operational Analysis in the Feeding and
Housing Industry (HRI 490)
- (3) Independent Study (HRI 499)
- (4) Principles of Public Relations (ADV 427)
- (5) Financial Administration (AFA 318)
- (6) Survey of Labor and Industrial Relations
(EC 305)
- (7) Principles of Insurance (LIO 350)
- (8) Office Management (LIO 370)
- (9) Fundamentals of Personnel Administration
(MGT 303)
- (10) Human Relations Problems in Business
Administration (MGT 404)

TABLE 6.--Continued

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-
- (11) Psychology of Human Relations in Industry
(PSY 356)
 - (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
 - (13) Introduction to Sociology (SOC 241)
 - (14) Political Sociology (SOC 422)
 - (15) Statistics in Business Decision-Making
(STT 223)

C. Unit Manager **

1. Hospital Management major

a. Special area electives

- (1) Operations Research in Food and Lodging
Management (HRI 473)
- (2) Operational Analysis in the Feeding and
Housing Industry (HRI 490)
- (3) Independent Study (HRI 499)
- (4) Principles of Public Relations (ADV 427)
- (5) Survey of Labor and Industrial Relations
(EC 305)
- (6) Principles of Insurance (LIO 350)
- (7) Office Management (LIO 370)
- (8) Safety Management (MGT 403)
- (9) Human Relations Problems in Business
Administration (MGT 404)

TABLE 6.--Continued

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-
- (10) Psychology of Business and Personnel
(PSY 255)
 - (11) Training and Supervising (PSY 456)
 - (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
 - (13) Introduction to Sociology (SOC 241)
 - (14) Political Sociology (SOC 422)
- D. Controller * (Appendix III)
- 1. Accounting major
 - a. Special area electives
 - (1) Hospitals and Related Organizations (HRI 320)
 - (2) Hospital Organization and Management (HRI 421)
 - (3) Credit and Collections (AFA 325)
 - (4) Controllershship (AFA 423)
 - (5) Auditing (AFA 435)
 - (6) Governmental Accounting (AFA 436)
 - (7) Advanced Accounting (AFA 442 and 443)
 - (8) Money, Credit and Banking (EC 318)
 - (9) Principles of Insurance (LIO 350)
 - (10) Office Management (LIO 370)
 - (11) Property, Negotiable Instruments (LIO 443)
 - (12) Human Relations Problems in Business
Administration (MGT 404)
 - (13) Psychology of Business and Personnel (PSY 255)

TABLE 6.--Continued

-
- (13) Psychology of Business and Personnel
(PSY 255)
 - (14) Psychology of Human Relations in Industry
(PSY 356)
 - (15) Public Speaking (COM 101)
or Group Discussion (COM 116)
 - (16) Statistics in Business Decision-Making
(STT 223)

E. Manager, Credit and Collection ** (Appendix V)

1. Hospital Management major

a. Special area electives

- (1) Independent Study (HRI 499)
- (2) Principles of Public Relations (ADV 427)
- (3) Credit and Collections (AFA 325)
- (4) Money, Credit and Banking (EC 318)
- (5) Principles of Insurance (LIO 350)
- (6) Office Management (LIO 370)
- (7) Property, Negotiable Instruments (LIO 443)
- (8) Human Relations Problems in Business
Administration (MGT 404)
- (9) Psychology of Business and Personnel
(PSY 255)
- (10) Psychology of Human Relations in Industry
(PSY 356)
- (11) Interviewing in Social Welfare (SW 439)

TABLE 6.--Continued

F. Admitting Officer ** (Appendix VI)**1. Hospital Management major****a. Special area electives**

- (1) Independent Study (HRI 499)
- (2) Principles of Public Relations (ADV 427)
- (3) Credit and Collections (AFA 320)
- (4) Principles of Insurance (LIO 350)
- (5) Office Management (LIO 370)
- (6) Human Relations Problems in Business
Administration (MGT 404)
- (7) Psychology of Business and Personnel (PSY 255)
- (8) Public Speaking (COM 101)
or Group Discussion (COM 116)
- (9) Statistics in Business Decision-Making (STT 223)
- (10) Interviewing in Social Welfare (SW 439)

G. Director, Personnel Administration * (Appendix VII)**1. Hospital Management major****a. Special area electives**

- (1) Independent Study (HRI 499)
- (2) Survey of Labor and Industrial Relations
(EC 305)
- (3) Principles of Insurance (LIO 350)
- (4) Office Management (LIO 370)

TABLE 6.--Continued

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-
- (5) Fundamentals of Personnel Administration
(MGT 303)
 - (6) Personnel Relations (MGT 307)
 - (7) Safety Management (MGT 403)
 - (8) Human Relations Problems in Business
Administration (MGT 404)
 - (9) Psychology of Business and Personnel
(PSY 255)
 - (10) Psychology of Human Relations in Industry
(PSY 356)
 - (11) Training and Supervising (PSY 456)
 - (12) Personnel Interviewing (PSY 457)
 - (13) Introduction to Sociology (SOC 241)
 - (14) Industrial Sociology (SOC 421)
 - (15) Statistics in Business Decision-Making
(STT 223)
2. Personnel Administration major
- a. Special area electives
 - (1) Hospital and Related Organizations (HRI 320)
 - (2) Hospital Organization and Management
(HRI 421)
 - (3) Hospital Procedures, Supplies and Equipment
(HRI 422)

TABLE 6.--Continued

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-
- (4) Independent Study (HRI 499)
 - (5) Principles of Insurance (LIO 350)
 - (6) Office Management (LIO 370)
 - (7) Personnel Relations (MGT 307)
 - (8) Safety Management (MGT 403)
 - (9) Human Relations Problems in Business
Administration (MGT 404)
 - (10) Psychology of Business and Personnel
(PSY 255)
 - (11) Psychology of Human Relations in Industry
(PSY 356)
 - (12) Training and Supervising (PSY 456)
 - (13) Personnel Interviewing (PSY 457)
 - (14) Psychological Tests and Measurements
(PSY 415)
 - (15) Statistics in Business Decision-Making
(STT 223)

H. Employment Manager ** (Appendix VIII)

1. Hospital Management major

a. Special area electives

- (1) Independent Study (HRI 499)
- (2) Survey of Labor and Industrial Relations
(EC 305)

TABLE 6.--Continued

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-
- (3) Principles of Insurance (LIO 350)
 - (4) Office Management (LIO 370)
 - (5) Fundamentals of Personnel Administration
(MGT 303)
 - (6) Personnel Relations (MGT 307)
 - (7) Safety Management (MGT 403)
 - (8) Human Relations Problems in Business
Administration (MGT 404)
 - (9) Psychology of Business and Personnel
(PSY 356)
 - (10) Psychology of Human Relations in Industry
(PSY 356)
 - (11) Training and Supervising (PSY 456)
 - (12) Personnel Interviewing (PSY 457)
2. Personnel Administration major
- a. Special area electives
 - (1) Hospital and Related Organizations (HRI 320)
 - (2) Hospital Organization and Management (HRI 421)
 - (3) Independent Study (HRI 499)
 - (4) Principles of Insurance (LIO 350)
 - (5) Office Management (LIO 370)
 - (6) Personnel Relations (MGT 307)
 - (7) Safety Management (MGT 403)

TABLE 6.--Continued

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-
- (8) Human Relations Problems in Business
Administration (MGT 404)
 - (9) Psychology of Business and Personnel
(PSY 255)
 - (10) Psychology of Human Relations in Industry
(PSY 356)
 - (11) Training and Supervising (PSY 456)
 - (12) Personnel Interviewing (PSY 457)
 - (13) Psychological Tests and Measurements
(PSY 415)

I. Training Officer ** (Appendix IX)

1. Hospital Management major

a. Special area electives

- (1) Independent Study (HRI 499)
- (2) Public Speaking (COM 101)
or Group Discussion (COM 116)
- (3) Persuasion (COM 305)
- (4) Advanced Group Discussion and Leadership
(COM 316)
- (5) Technical Writing (JRN 318)
- (6) Survey of Labor and Industrial Relations
(EC 305)
- (7) Educational Psychology (ED 200 a)

TABLE 6.--Continued

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-
- (8) Instructional Methods in Business and Industry
(ED 828 D)
 - (9) Principles of Insurance (LIO 350)
 - (10) Office Management (LIO 370)
 - (11) Fundamentals of Personnel Administration
(MGT 303)
 - (12) Personnel Relations (MGT 307)
 - (13) Safety Management (MGT 403)
 - (14) Human Relations Problems in Business
Administration (MGT 404)
 - (15) Psychology of Business and Personnel
(PSY 255)
 - (16) Psychology of Human relations in Industry
(PSY 356)
 - (17) Training and Supervising (PSY 456)
 - (18) Personnel Interviewing (PSY 457)
- J. Director, Volunteer Services ** (Appendix X)
- 1. Hospital Management major
 - a. Special area electives
 - (1) Independent Study (HRI 499)
 - (2) Principles of Public Relations (ADV 427)
 - (3) Office Management (LIO 370)
 - (4) Personnel Relations (MGT 307)

TABLE 6.--Continued

-
-
- (5) Human Relations Problems in Business
Administration (MGT 404)
 - (6) Psychology of Business and Personnel
(PSY 255)
 - (7) Psychology of Human Relations in Industry
(PSY 356)
 - (8) Training and Supervising (PSY 456)
 - (9) Personnel Interviewing (PSY 457)
 - (10) Introduction to Sociology (SOC 241)
 - (11) Political Sociology (SOC 422)
 - (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
- K. Purchasing Agent * (Appendix IV)
- 1. Hospital Management major
 - a. Special area electives
 - (1) Purchasing for Food and Lodging Establishments
(HRI 355)
 - (2) Independent Study (HRI 499)
 - (3) Office Management (LIO 370)
 - (4) Purchasing and Materials Management (MGT 305)
 - (5) Safety Management (MGT 403)
 - (6) Human Relations Problems in Business
Administration (MGT 404)

TABLE 6.--Continued

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-
- (7) Consumption and Marketing Organization
(MKT 300)
 - (8) Physical Distribution (MKT 445)
 - (9) Psychology of Business and Personnel
(PSY 255)
 - (10) Psychology of Human Relations in Industry
(PSY 356)
 - (11) Training and Supervising (PSY 456)
 - (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
 - (13) Statistics in Business Decision-Making
(STT 223)

II. Professional Care Division

A. Food Service Director *

1. Hospital Management major

a. Special area electives

- (1) Food and Lodging Merchandising (HRI 375)
- (2) Design and Layout (HRI 472)
- (3) Independent Study (HRI 499)
- (4) Nutrition (FN 241)
- (5) Meats I (FS 341)
- (6) Human Relations Problems in Business
Administration (MGT 404)

TABLE 6.--Continued

-
-
- (7) Psychology of Business and Personnel (PSY 255)
 - (8) Psychology of Human Relations in Industry
(PSY 356)
 - (9) Training and Supervising (PSY 456)
 - (10) Public Speaking (COM 101)
or Group Discussion (COM 116)

B. Dietitian ** (Appendix XII)

1. Hospital Management major

a. Special area electives

- (1) Food and Lodging Merchandising (HRI 375)
- (2) Design and Layout (HRI 472)
- (3) Independent Study (HRI 499)
- (4) Nutrition (FN 241)
- (5) Meats I (FS 341)
- (6) Human Relations Problems in Business
Administration (MGT 404)
- (7) Psychology of Business and Personnel
(PSY 255)
- (8) Psychology of Human Relations in Industry
(PSY 356)
- (9) Training and Supervising (PSY 456)
- (10) Public Speaking (COM 101)
or Group Discussion (COM 116)

TABLE 6.--Continued

C. Director, Out-Patient Services * (Appendix XI)

1. Hospital Management major

a. Special area electives

- (1) Operations Research in Food and Lodging
Management (HRI 473)
- (2) Operational Analysis in the Feeding and
Housing Industry (HRI 490)
- (3) Independent Study (HRI 499)
- (4) Principles of Public Relations (ADV 427)
- (5) Financial Administration (AFA 318)
- (6) Survey of Labor and Industrial Relations
(EC 305)
- (7) Principles of Insurance (LIO 350)
- (8) Office Management (LIO 370)
- (9) Fundamentals of Personnel Administration
(MGT 303)
- (10) Human Relations Problems in Business
Administration (MGT 404)
- (11) Psychology of Human Relations in Industry
(PSY 356)
- (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
- (13) Introduction to Sociology (SOC 241)

TABLE 6.--Continued

-
-
- (14) Political Sociology (SOC 422)
 - (15) Statistics in Business Decision-Making
(STT 223)

III. Plant Operation and Maintenance Division

A. Superintendent, Plant Operation * (Appendix XIII)

1. Hospital Managemnt major

a. Special area electives

- (1) Design and Layout (HRI 472)
- (2) Operations Research in Food and Lodging
Management (HRI 473)
- (3) Operational Analysis in the Feeding and
Housing Industry (HRI 490)
- (4) Independent Study (HRI 499)
- (5) Survey of Labor and Industrial Relations
(EC 305)
- (6) Safety Management (MGT 403)
- (7) Human Relations Problems in Business
Administration (MGT 404)
- (8) Psychology of Business and Personnel
(PSY 255)
- (9) Psychology of Human Relations in Industry
(PSY 356)
- (10) Training and Supervising (PSY 456)

TABLE 6.--Continued

-
-
- (11) Textiles I (TRA 270)
 - (12) Interior Design I (TRA 293)
 - B. Executive Housekeeper ** (Appendix XIV)
 - 1. Hospital Management major
 - a. Special area electives
 - (1) Design and Layout (HRI 472)
 - (2) Operations Research in Food and Lodging Management (HRI 473)
 - (3) Operational Analysis in the Feeding and Housing Industry (HRI 490)
 - (4) Independent Study (HRI 499)
 - (5) Survey of Labor and Industrial Relations (EC 305)
 - (6) Safety Management (MGT 403)
 - (7) Human Relations Problems in Business Administration (MGT 404)
 - (8) Psychology of Business and Personnel (PSY 255)
 - (9) Psychology of Human Relations in Industry (PSY 356)
 - (10) Training and Supervising (PSY 456)
 - (11) Textiles I (TRA 270)
 - (12) Interior Design I (TRA 293)

TABLE 6.--Continued

IV. Nursing Home Management**A. Nursing Home Administrator ******1. Hospital Management major****a. Special area electives**

- (1) Independent Study (HRI 499)
- (2) Financial Administration (AFA 318)
- (3) Credit and Collections (AFA 325)
- (4) Survey of Labor and Industrial Relations
(EC 305)
- (5) Principles of Insurance (LIO 350)
- (6) Office Management (LIO 370)
- (7) Fundamentals of Personnel Administration
(MGT 303)
- (8) Human Relations Problems in Business
Administration (MGT 404)
- (9) Psychology of Human Relations in Industry
(PSY 356)
- (10) Training and Supervising (PSY 456)
- (11) Personnel Interviewing (PSY 457)
- (12) Public Speaking (COM 101)
or Group Discussion (COM 116)
- (13) Statistics in Business Decision-Making
(STT 223)

*Enlarged responsibility positions.

**Assistant positions which hospital management majors could qualify for upon graduation.

It should also be noted from Table 6 that the educational background required for certain of these hospital positions can be attained in areas other than the School of Hotel, Restaurant, and Institutional Management. Students majoring in a specific field in the College of Business, for example those majoring in either accounting, (Appendix XVI) or personnel administration, (Appendix XVII) having completed their required courses may select one or more of the hospital management courses. These students, without any doubt, could fulfill the functions in their special area of interest. But this is one of the existing problems in hospitals, that of having only technical skill. It would be well if they had the opportunity to develop some of the technical, human and conceptual skills as a result of completing several of the hospital management courses. Every effort should be made to encourage these people into the hospital field.

CHAPTER V

CONCLUSION

The hospital industry as a consequence of the spectacular advances in medical science and technology, with the resulting changes in consumer needs and demands, has emerged into a large, highly organized and institutionalized industry. Our society has been built upon the establishment and growth of institutional organizations. Higher educational and economic levels have placed the public in a more prominent consumer position. This has resulted in greater utilization and cost, which has made it mandatory in demanding a comprehensive method of management.

The hospital field has been cognizant of this problem and as a result several major studies relating to the needs were conducted. These studies were primarily concerned with the needs for the annual demand for new administrators, the top-level position within the hospital organization, along with a more cursory study in the area of the demand for the assistant to the administrator, or "second officer", as well as an evaluation of the curricula of the existing graduate programs designed for the top-level position. But little or nothing has been done in the area of formal managerial education for those middle management hospital positions requiring not only certain technical traits, but others as well.

Consideration of the meaning of management has to be taken into consideration when developing a specific curriculum pertaining to the general area of accomplishing goals through other people. As it has been treated in this presentation, "management" or "administration" is the art of what is possible utilizing that characteristic known as leadership.

The development of this program is based upon an analytical concept of managerial skills necessary for various positions in hospital administration--that of technical, human and conceptual skills--on the basis that an individual can translate the knowledge acquired into action and that these skills are interrelated.

The need for a program as presented has obviously been based upon a non-scientific determinant, that of opinion of those in the field. As can be realized from the studies mentioned, a scientific study of this nature far exceeds the scope of this paper. But through the cooperation of a number of knowledgeable individuals in hospital field, the writer feels a need based upon the aims established exists for this type of a program.

After taking into consideration a program designed upon our present sociological concepts, latest management concepts and the job requirements of certain stipulated positions, a course structure has been developed utilizing the already basic program in the School of Hotel, Restaurant, and Institutional Management of Michigan State University. As recommended, few modifications to the existing basic program would be required. The major revision would be in the areas of the course content

of those courses specifically designed for the hospital field. These are designed to include certain technical skills, but are primarily designed to enhance the conceptual skills.

This presentation must be considered as an initial approach to the problem--a starting point. Consideration has been given to the fact that any innovation in practice be made as simple as it can be made and still do a minimum of violence to the basic principles involved.¹ The program as designed, can be put into effect with a minimum of change in the existing program.

This program, as with any other educational program, requires constant review and evaluation. Changes will have to take place as the needs dictate. As cases in point, further study in the realm of each position considered may require changes in content and/or emphasis. The American Association of Hospital Accountants have indicated a great interest in course development² as have other national organizations³ (see appendix). Interdepartmental organizations such as the School of Nursing⁴ and the School of Music⁵ (Music Therapy) at Michigan

¹Paul R. Mort, Principles of School Administration, (New York: McGraw-Hill Book Company, Inc., 1946), p. 177.

²Letter from Robert M. Shelton, Executive Director, American Association of Hospital Accountants, Chicago, Illinois, January 29, 1964.

³Letter from Alfred S. Ercolano, Executive Director, American Nursing Home Association, Washington, D. C., January 28, 1964.

⁴Interview with Helen E. Penhale, Professor, School of Nursing, Michigan State University, East Lansing, Michigan, January 30, 1964.

⁵Interview with Robert F. Unkefer, Ph.D., Assistant Professor, School of Music and School of Psychology, Michigan State University, East Lansing, Michigan, November 29, 1962.

State University have also indicated a desired relationship. In addition, a keen interest in health care organization and management has been indicated by the Director of the Institute of Biology and Medicine⁶ for the medical students as an elective offering during their pre-clinical curriculum.

The study is a new approach based upon the adjustment of educational objectives and methods in order to meet the changing demand of the health facilities and the society they are created to serve.

⁶ Interview with William H. Knisely, Director, Institute of Biology and Medicine, Michigan State University, East Lansing, Michigan, March 27, 1964.

APPENDICES

Appendices I through XVII are portions of the job descriptions found in Job Descriptions and Organizational Analysis for Hospitals and Related Health Services, prepared by the United States Department of Labor and the United States Employment Service in cooperation with the American Hospital Association.

APPENDIX I

ASSISTANT ADMINISTRATOR

Job Summary

Assists in administration and coordination of hospital activities: Consults with and advises administrator on problems relating to operation of hospital. Recommends changes in administrative policies to carry out objectives of hospital more efficiently. Assists in preparation of budgets and allocation of funds. Inspects buildings, facilities, and operations of various departments, suggesting new construction, alteration of equipment and revision and realignment of functions. Prepares periodic reports concerning various phases of hospital activities. Initiates and maintains good working relationships with community organizations. Assumes all duties of administrator during his absence. Usually directs and supervises one or more departments such as business, housekeeping, nursing, and purchasing, and coordinates their functions with other phases of patient care.

Performance Requirements

Responsibility for: Efficient functioning and coordination of departments supervised. Operation of hospital during absence of administrator. Maintenance of good public relations.

Qualifications

Education: There are no uniform educational standards for assistant administrators currently employed. However, one of the following requirements should be met:

(A) Graduation from an accredited college, university, medical school, or school of nursing; and/or

(B) Completion of a postgraduate course in hospital administration.

A 2-year course of instruction in hospital administration, leading to the degree of Master of Science or Master of Hospital Administration, is offered by a number of universities. The second year of training is spent in a hospital as an administrative

APPENDIX I--Continued

resident. Entrance into this specialized study generally requires a Bachelor's degree from an approved college or university. Course work includes business management, cost accounting, economics, finance, psychology, and personnel and public administration.

Job Knowledge: Must have thorough knowledge of fundamentals of hospital organization and administration, standards and regulations of hospital, and laws applicable to hospital operation. Must have working knowledge of personnel or business administration; merchandising; public relations; mechanics; dietetics; medicine, psychiatry, or nursing; and functions of all departments. Is able to apply principles of personnel administration to selection, placement, and transfer of employees.

APPENDIX II

ADMINISTRATIVE ASSISTANT

Job Summary

Carries through to completion specific work projects assigned by administrator, relative to operation of total hospital or specific patient services, to provide information for evaluation and revision of regulations, procedures, and practices: Assembles data relative to various phases of hospital activities. Investigates and reports on patient and visitor complaints; analyzes admission procedures to formulate plans for more efficient admitting methods; studies relationship between various departmental records with view toward consolidation and reduction of amount of clerical activity; gathers data on fuel consumption and makes comparative survey against other institutions; investigates advisability, in terms of cost and service, of use of commercial as against hospital-operated laundry; develops more effective system of handling clerical details; investigates and recommends arrangements for parking of automobiles on hospital grounds; determines cost of operation of housekeeping department, distribution of personnel, and work schedules; and assists department heads in assembling data relative to specific problem areas. Prepares statistical and other special reports relative to complete work assignments. Performs related duties as directed.

Performance Requirements

Responsibility for: Completion of work assignments and accuracy of assembled data. Cooperative relationships with department heads.

Qualifications

Education: Graduation from an accredited college, university, medical school, or school of nursing. Completion of a course in hospital administration is preferred.

Job Knowledge: Must be familiar with fundamentals of hospital organization, and functions of various departments. Possesses working knowledge of a variety of technical subjects, such as personnel and business administration, merchandising, dietetics, housekeeping and laundry operations, and public relations.

APPENDIX III

CONTROLLER

Job Summary

Supervises and directs accounting, admitting, and credit and collection functions: Authorizes and controls disbursement of monies. Interprets accounts and records to administrative officials. Assists in formulating budgetary policies and preparing budgets. Plans office routine. Coordinates work of accounting department with other departments of hospital. Performs related duties.

Performance Requirements

Responsibility for: Preparation and analysis of accounting, statistical, and other financial records and reports. Formulation and execution of budgetary policies in collaboration with administrator. Activities of admitting and credit and collection offices; and selection and training of business office and allied personnel.

Qualifications

Education: A Bachelor's degree in accounting, degree in business administration with major in accounting, or equivalent educational and business experience is required.

Job Knowledge: Must know theory and application of general and cost accounting methods, be able to install new accounting methods and techniques, prepare financial statements and budgets, and interpret financial statements. Must be familiar with admitting and credit and collection principles. Should be familiar with hospital regulations and functions of various departments. Is able to apply principles of personnel administration to selection and placement of workers.

APPENDIX IV

PURCHASING AGENT

Job Summary

Administers and directs program to purchase supplies, equipment, and services at most favorable prices consistent with quality, quantity, and efficiency: Assists in establishing requirements for items or services to be procured, and develops standard specifications. Determines best method of purchase and directs procedure for procurement, inspection, and payment. Supervises storage, control, and issuance of materials. Maintains contacts with sources of supply, or their representatives, to keep informed of price trends, availability of supplies, new items, and reliability of suppliers. Performs related duties.

Performance Requirements

Responsibility for : Quality of supplies and equipment purchased. Interpretation and application of procurement rules, regulations, and policies. Accuracy and timeliness of all transactions. Correlation of procurement program with other hospital services. Economical expenditure and proper accounting of funds.

Qualifications

Education: (a) Graduation from accredited college or university, with major in business administration or allied field, plus 2 years' experience in an accredited hospital is preferred. Courses include bookkeeping, accounting, business arithmetic, economics, marketing, business law, and contracts. Additional training in blueprint reading and specifications, general science, and transportation is desirable; or

(b) Graduation from high school, plus 5 years' experience in purchasing section or storeroom of an accredited hospital. Required high-school courses include bookkeeping, business arithmetic, general science, and elementary shop work, including blueprint reading.

Job Knowledge: Thorough knowledge of methods and procedures for procurement of supplies; vendors' catalogs, commercial registers, directories, office files, precedent transactions, and other materials

APPENDIX IV--Continued

containing information relative to sources of supply; techniques used in contacts with personnel of establishments supplying requested items; and market conditions, availability of supplies, price trends, production methods, transportation means, and other pertinent developments with respect to all types of commodities. Familiarity with organization of hospital and functions of various departments. Is able to apply principles of personnel management to selection and placement of workers.

APPENDIX V

MANAGER, CREDIT AND COLLECTION

Job Summary

Supervises and directs credit and collection activities: investigates patients' financial standing. Approves or disapproves payment plans or extensions of credit. Directs collection of accounts. Performs related duties.

Performance Requirements

Responsibility for: Carrying out credit policies to prevent monetary loss. Maintaining favorable public relations.

Qualifications

Education: High-school graduation is essential although college degree is desirable. Course work should include business administration, accounting, and some business law.

Job Knowledge: Must be familiar with business and legal aspects of collection work, hospital services, and rates and policies relating to credit and collection activities. Possesses a general knowledge of accounting procedures.

APPENDIX VI

ADMITTING OFFICER

Job Summary

Determines eligibility and arranges for admission of patients to hospital: Interviews patient or relative to obtain necessary personal and financial data. Assigns accommodations. Prepares records of admission, transfer, and other data that may be required. Initiates notice of patients' admission to pertinent departments. Supervises admitting office personnel. Performs related duties.

Performance Requirements

Responsibility for : Sympathetic, courteous service to create favorable impression in minds of patients and assist in their adjustment to hospital surroundings. Maintaining confidential identifying and biographical nature. Correct interpretation of patients' financial status and eligibility for admission. Securing signatures of legally responsible individuals when necessary to protect hospital from possible lawsuits.

Qualifications

Education: Graduation from a recognized college or university. Course work should include psychology, sociology, and personnel or business administration.

Job Knowledge: Must have a general knowledge of hospital operations and procedures; and be familiar with principles of applied psychology, techniques of interviewing, and methods of establishing patients' financial status and eligibility for admission.

APPENDIX VII

DIRECTOR, PERSONNEL ADMINISTRATION

Job Summary

Plans and administers personnel management program within basic policies of hospital: Formulates and supervises program relative to selection, training, promotion, welfare, and other employer-employee relationships. Interviews job applicants. Develops personnel record forms. Adjusts disputes and grievances and takes necessary disciplinary actions. Analyzes, classifies, and evaluates jobs. Administers employee welfare and recreation services. Serves as adviser to executive staff in personnel implications of policies, programs and proposed organization changes. Performs related duties.

Performance Requirements

Responsibility for: Performing personnel management functions so as to secure maximum efficiency and employee job satisfaction. Providing for protection of plant, personnel, and property. Effective liaison between department officials and staff agencies on personnel problems. Uniformity of application of all disciplinary measures. Activities of workers in department.

Qualifications

Education: Graduation from a recognized college or university with a degree in psychology, or personnel or business administration, is preferable. Courses should include tests and measurements, statistics, applied psychology, personnel and business administration, and possibly marketing, finance, and cost accounting.

Job Knowledge: Must be familiar with hospital organization: functions of various departments; current personnel practices and techniques including interview techniques; psychological tests; training methods; and job analysis. Is familiar with local labor market and sources of workers, and skills, knowledges, and abilities involved in each hospital position. Has working knowledge of pertinent labor legislation and statutes

APPENDIX VII--Continued

governing personnel activities. Is familiar with budgetary procedures and methods of record keeping. Is familiar with procedures for analyzing personnel and organizational maladjustments and for suggesting corrective action. Is able to apply principles of personnel administration to selection and placement of workers.

APPENDIX VIII

EMPLOYMENT MANAGER

Job Summary

Interviews and screens job applicants, referring those possessing satisfactory qualifications to department heads for final approval: Adjusts employee disputes and grievances, and reviews all transfers, promotions, and discharges. Provides personnel information to employees. Conducts research on wages, hours, and working conditions. Performs related duties.

Performance Requirements

Responsibility for: Developing sources of qualified workers. Carrying out employment program in accordance with hospital policies. Maintaining close liaison with department heads, and adjusting employee grievances in judicious manner. Maintenance of good public relations with all applicants interviewed.

Qualifications

Education: Some college education is essential, and graduation is highly desirable. Course work in personnel or business administration and applied psychology is required.

Job Knowledge: Is familiar with interviewing techniques, sources of unreliability in the interview, hospital personnel policies, sources of workers and condition of labor market, duties of all hospital jobs and personnel requirements of each, personnel methods and procedures, and functions and responsibilities of each department. Is able to apply principles of personnel administration to selection and placement of workers.

APPENDIX IX

TRAINING OFFICER

Job Summary

Assists in planning, organizing, and directing training programs to orient employees in hospital policies and routines, and to promote efficiency through instruction in supervisory methods and proper methods of job performance: Conducts orientation courses and organizes safety programs. Performs related duties.

Performance Requirements

Responsibility for: Promoting efficiency and increased morale by means of training programs. Developing better employer-employee relationships through instruction of supervisors in good personnel practices. Reducing injuries and losses, through safety programs. Coordinating training activities with those of other departments.

Qualifications

Education: College graduation including courses in educational methods, personnel administration, applied psychology, English and possibly journalism.

Job Knowledge: Must be familiar with organization of hospital, functions of various departments, training methods and techniques, personnel policies of institution, and duties and performance requirements of all jobs in hospital. Must be able to prepare training material.

APPENDIX X

DIRECTOR, VOLUNTEER SERVICES

Job Summary

Organizes and directs a program for utilization of volunteer workers contributing their services to supplement work of regular hospital staff.

Performance Requirements

Responsibility for: Over-all supervision of volunteer program. Recruitment, classification, and assignment of volunteers. Development and supervision of volunteer training program. Promotion of morale of individual volunteers and their efficiency as a corps. Cooperative and consultative relationships with all departments utilizing volunteers.

Qualifications

Education: Graduation from an approved college or university is usually required. Course work should include personnel, business, or hospital administration.

Job Knowledge: Must be familiar with hospital organization, functions of various departments, personnel policies, and duties to be performed by volunteers, and be able to apply principles of personnel administration to selection and placement of workers. Must be familiar with community, civic, and social organizations to know best possible sources of volunteers.

APPENDIX XI

DIRECTOR, OUT-PATIENT SERVICES

Job Summary

Supervises and directs activities of an out-patient clinic, and renders out-patient medical services: Assists in establishing clinic policies and procedures, and reviews clinic activities. Coordinates activities with other departments of hospital. Plans clinic sessions and schedules patients to meet needs of community area. Participates in community activities designed to promote health education. Selects personnel, and supervises clerical, medical, nutritional, nursing, medical-social, and medical-record personnel. Authorizes purchase of supplies and equipment. Prepares department budget. May administer physical examinations, and diagnose and treat ambulatory patients having illnesses which respond quickly to treatment. Refers patients requiring prolonged or specialized treatment to other facilities. May act as consultant to clinic physicians and interns on difficult cases.

Performance Requirements

Responsibility for: Maintaining standards of professional medical service. Investigating, studying, and informing staff relative to current advances in medical services. Planning clinic services. Interpreting and administering hospital policies. Promoting facilities for public health. Operation and coordination of all clinic services. Maintaining favorable public relations.

Qualifications

Education: Must be a graduate of a medical school approved by Council on Medical Education and Hospitals of the American Medical Association, and have satisfactorily completed at least 1 year of internship at an approved hospital, if a physician is required as head of clinic. If a nonmedical person is required, should be graduate of an approved college or school of nursing, and have completed a postgraduate course leading to a degree in hospital administration, as indicated under administrator.

Job Knowledge: Must have knowledge of fundamentals of hospital organization and administration, standards and regulations of hospital, and laws applicable to hospital activities.

APPENDIX XI--Continued

Possesses practical knowledge of many technical subjects, such as personnel management, business administration, dietetics, nursing, sociology, and medicine. If occupation occurs in specialized clinic, may be required to have completed a specialty approved by one of the boards of medical specialties.

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APPENDIX XII

DIETITIAN, ADMINISTRATIVE

Job Summary

Directs and supervises personnel in dietary unit concerned with planning, preparing, and serving basic or regular diet to patients and personnel: Makes final selection of personnel and supervises their orientation, on-the-job training, and work performance. Formulates menus and supervises preparation and serving of food. Requisitions supplies and equipment. Keeps records and compiles reports concerning technical and administrative operations. Performs related duties.

Performance Requirements

Responsibility for: Quality and quantity of food served. Investigating and studying trends and developments in dietary practices and techniques, and evaluating their adaptability to specific dietary program. Preparation and serving of food in accordance with accepted standards and administrative policies, and within budget allowances. Accuracy of records and reports. Cooperation with members of dietary department and other hospital personnel concerned with regular diets.

Qualifications

Education: Bachelor's or advanced degree in home economics from an accredited college or university with major in foods, nutrition, or institution management. This must have included or been supplemented by courses in chemistry, food preparation and meal planning, institution management, nutrition and diet in disease, social sciences, and methods of teaching or principles of education.

Job Knowledge: Must have thorough knowledge of organization and operation of all units within dietary department; theory and practice of dietetics, including physiology and digestion processes of human body; nutritional requirements of individuals of varying ages and occupations; special diet requirements in wide range of diseases; bacteriological principles as applied to food spoilage and sanitation; and new developments in the dietetic field. Must

APPENDIX XII--Continued

be able to apply principles of personnel administration to selection and placement of workers, and principles of sound economy to procurement of supplies and equipment. Must be familiar with organization and functions of all departments, regulations, policies, and procedures of hospital to provide maximum coordination of dietetic service with related patient-care services. Must have knowledge of mathematics and bookkeeping procedures to supervise inventory and prepare reports.

APPENDIX XIII

SUPERINTENDENT, PLANT OPERATION

Job Summary

Administers and directs program involving maintenance of buildings and grounds, equipment, and distribution lines for steam, hot water, plumbing, electricity, refrigeration, and sanitation: Advises administration relative to structural schedules. Computes costs, schedules and expedites operations and repairs, supervises emergency and major repair jobs, and periodically inspects equipment and buildings. Prepares engineering-maintenance budget estimates. Orders or approves orders for equipment and supplies. Acts as fire marshal and directs safety programs to detect, minimize, and control fires and fire hazards.

Performance Requirements

Responsibility for: Safe and efficient operation of physical plant of hospital and its utilities. Conformance with all safety and fire regulations and sanitation standards. Close cooperation with all departments. Accurate cost computation and maintenance of records for budgetary purposes. Studying and investigating new trends and advancements in construction and maintenance fields. Care of machinery and equipment. Work of subordinate employees.

Qualifications

Education: College graduates in engineering, preferably in electrical or mechanical options, are preferred, although most positions are now filled by high school graduates who have practical experience in such fields as stationary engineering, building maintenance, plumbing, and electrical wiring.

Job Knowledge: Must be familiar with building maintenance techniques, equipment and operation of power plants and laundries, plumbing and heating systems, sanitation, refrigeration, electrical systems, and fire and safety regulations and procedures. Should be familiar with work and limitations of various crafts, particularly licensed workers who are employed in building maintenance.

APPENDIX XIII--Continued

Understands engineering specifications and is familiar with industrial ordering procedures, cost computations, government regulations and inspection procedures on such equipment as elevators and high-pressure boilers, and State and local building and sanitation codes. Can apply principles of personnel management to selection and placement of workers.

APPENDIX XIV

EXECUTIVE HOUSEKEEPER

Job Summary

Directs and administers housekeeping program to supply linen and maintain hospital in clean and orderly condition: Formulates plans for improving housekeeping program. Establishes standards, and work methods and schedules. Maintains working relationships with professional, administrative, and maintenance personnel of other departments. Initiates and directs training programs, and demonstrates new equipment and methods. Makes final selection of new personnel. Inspects rooms and wards to determine that cleanliness standards are being maintained. Performs related duties.

Performance Requirements

Responsibility for: Cleanliness, sanitation, and orderliness of hospital, and appearance and courtesy of housekeeping employees, which are important to mental attitude of patients. Control and disposition of refuse. Use of warning signs in areas where cleaning or waxing is being done. Determining that linen supply meets needs of hospital. Selection of new employees. Cooperative relationships with other departments. Judicious use of supplies and equipment.

Qualifications

Education: Some college education, including courses in housekeeping, general science, chemistry, and textiles, is considered desirable.

Job Knowledge: Must be familiar with organization of hospital, functions of various departments, various types and composition of floor coverings, cleaning materials, draperies, shades, and curtains, cleaning and general housekeeping methods and equipment, and principles of preventive medicine. Is able to apply principles of personnel administration to selection, placement, and supervision of employees.

APPENDIX XV

SCHOOL OF HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT Curriculum as of 7 March 1964

Required Courses

University College

ATL 111, 112, 113 - Am. Thought and Lang.	9
NS 181, 182, 183 - Natural Science	12
SS 231, 232, 233 - Social Science	12
HUM 241, 242, 243 - Humanities	12

Total	<hr/> 45
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Other Colleges

PSY 151 - General Psychology	4
MTH 122 - Mathematics for Business	4
STT 121 - Introduction to Probability	4
F & N 102 - Nutrition for Man	3
F & N 100 - Elementary Food Preparation	4
MPH 233 - Sanitary Bacteriology	4
FSC 341 - Meats I	3

Total	<hr/> 26
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College of Business

AFA 211, 212 - Principles of Accounting	10
LIO 441 - Business Law	5
LIO 447 - Laws of Food and Lodging Mgt.	3
LIO 427 - Business and Technical Reports or	
LIO 326 - Business Writing	4
ECON 200, 201 - Introduction to Economics	8
MGT 302 - Organization and Administration	4

Total	<hr/> 34
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Total Required Non-HRI Credits	<hr/> 105
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School of HR & IM

HRI 102 - Intro. to Vol. Feeding & Housing Mgt.	4
HRI 151, 252 - Professional Experience	0
HRI 245 - Food Production Technology	5
HRI 305 - Lodging Management	5

APPENDIX XV--Continued

HRI 335 - Service Industries Engineering I	5
HRI 336 - Service Industries Engineering II	5
HRI 345 - Quantity Food Production	6
HRI 350 - Work Methods in Volume Feeding and Housing	4
HRI 355 - Purchasing for Food and Lodging Establishments	4
HRI 375 - Food and Lodging Merchandising	5
HRI 388 - Service Industry Accounting	4
HRI 447 - Food and Beverage Management	5
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Total Required HRI Credits	52
<hr/>	
TOTAL REQUIRED CREDITS	157

Elective Courses

(Three to be in the HRI area - to be
selected in cooperation with advisor)

HRI 365 - Tourism	4
HRI 412 - Hospital Management	5
HRI 430 - Hospital Organizations	4
HRI 465 - Recreation Industry Management	4
HRI 472 - Design and Layout	4
HRI 473 - Operations Research in Food and Lodging Management	4
HRI 480 - Financial Controls in Inst. Mgt.	4
HRI 490 - Operational Analysis in the Feeding and Housing Industry	5
HRI 499) Independent Study	Var.
HRI 400H	
FSC 348 - Meat Selection	3
FSC 307 - Selection and Evaluation of Dairy Products	3
ADV 423 - (HRI Section) - Retail Advertising and Promotion	4
<hr/>	
	23
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TOTAL REQUIRED AND ELECTIVE CREDITS -	180

APPENDIX XVI

REQUIREMENTS FOR MAJORS IN ACCOUNTING

I. The business administration core program - 128 credits

Freshman Year		Credits
ATL 111	American Thought and Language	3
NS 181	Natural Science	4
STT 121	Introduction to Probability	4
HPR 105	Foundations of Physical Education	1
RO 100	ROTC Orientation	0
	Electives	<u>3</u>
		15
ATL 112	American Thought and Language	3
NS 182	Natural Science	4
MTH 122	Mathematics for Business	4
HPR	Physical Education	1
	Electives	<u>3</u>
		15
ATL 113	American Thought and Language	3
NS 183	Natural Science	4
HST 242	Economic and Business History	3
STT 223	Statistics in Business Decision Making	4
HPR	Physical Education	1
	Electives	<u>2</u>
		17
Sophomore Year		
SS 231	Social Science	4
AFA 210	Principles of Accounting	3
PSY 151	General Psychology	4
	Electives	<u>4</u>
		15
SS 232	Social Science	4
AFA 211	Principles of Accounting	3
EC 200	Introduction to Economics	3
SOC 241	Introduction to Sociology	3
	Electives	<u>3</u>
		16

APPENDIX XVI--Continued

Sophomore Year		Credits
SS 233	Social Science	4
AFA 212	Principles of Accounting	3
EC 201	Introduction to Economics	3
	Electives	<u>6</u>
		16
Junior Year		
HUM 241	Humanities	4
MTA 300	Consumption and Marketing Organization	3
EC 318	Money, Credit and Banking	3
AFA 318	Financial Administration	3
	Electives	<u>3</u>
		16
HUM 242	Humanities	4
PPA 302	Organization and Administration	3
EC 320	Income and Employment Theory	3
AFA 319	Financial Administration	3
LIO 326	Business Writing	<u>4</u>
		17
HUM 243	Humanities	4
PPA 306	Analysis of Processes and Systems	3
MTA 301	Management of Marketing Effort	3
	Business Elective	3
	Electives	<u>3</u>
		16
Senior Year		
LIO 440	Law and Society	3
MTA 416	Quantitative Business Research Methods	3
	Business Elective	3
	Electives	<u>7</u>
		16
LIO 441	Contracts	3
	Economics Elective	3
	Business Elective	3
	Electives	<u>9</u>
		18
PPA 409	Business Policy	3
	Business Elective	3
	Electives	<u>9</u>
		15

APPENDIX XVI--Continued

II. Special area electives - 27 credits

A. Required courses Credits

AFA 321	Cost Accounting	3
AFA 322	Cost Accounting	3
AFA 341	Intermediate Accounting: Assets	3
AFA 342	Intermediate Accounting: Equities	3

B. Elective courses - 15 additional credits from the following
areas of specialization:

1. Public Accounting

AFA 405	Accounting Systems	3
AFA 433	Federal Income Tax Accounting	3
AFA 434	Federal Income Tax Accounting	3
AFA 435	Auditing	3
AFA 436	Governmental Accounting	3
AFA 442	Advanced Accounting	3
AFA 443	Advanced Accounting	3
AFA 468	Field Studies	1 or 2

2. Industrial Accounting

AFA 405	Accounting Systems	3
AFA 423	Controllership	3
AFA 433	Federal Income Tax Accounting	3
AFA 434	Federal Income Tax Accounting	3
AFA 442	Advanced Accounting	3
AFA 468	Field Studies	1 or 2

3. Governmental Accounting

AFA 405	Accounting Systems	3
AFA 423	Controllership	3
AFA 433	Federal Income Tax Accounting	3
AFA 434	Federal Income Tax Accounting	3
AFA 435	Auditing	3
AFA 436	Governmental Accounting	3

III. Elective courses, 41 credits of which 12 credits may be in
business departments other than Accounting and Financial
Administration.

APPENDIX XVII--Continued

Senior Year		Credits
PPA 409	Business Policy	3
	Business Elective	3
	Electives	<u>9</u>
		15

II. Special area electives--21 credits

A. Required course

PPA 303	Fundamentals of Personnel Administration	3
---------	--	---

B. Elective courses - 18 additional credits from the following areas of specialization:

1. Management of Human Resources

PPA 307	Personnel Relations	3
PPA 403	Safety Management	3
PPA 404	Human Relations Problems in Business Administration	3

2. Unions, Labor Law, Collective Bargaining

EC 308	Government and Labor	3
EC 456	Economics of Social Security	3
EC 457	Wages	3
EC 458	Industrial Disputes	3

3. Employee Behavior

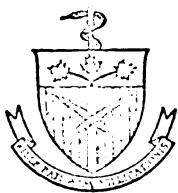
SOC 251	Introduction to Social Psychology	3
SOC 421	Industrial Sociology	3
SOC 430	Sociology of Occupations and Professions	3
PSY 325	Traits and Abilities	3
PSY 356	Psychology of Human Relations in Industry	3

4. Personnel Techniques

PSY 415	Psychological Tests and Measurements	5
PSY 455	Personnel Research Techniques	4
PSY 456	Training and Supervising	3
PSY 457	Personnel Interviewing	3

APPENDIX XVII--Continued

- III. A minimum of 43 and a maximum of 52 credits outside the business-economics area. A student may elect a maximum of 12 credits in business courses in departments other than personnel and production administration.



AMERICAN ASSOCIATION OF HOSPITAL ACCOUNTANTS

SUITE 530

840 NORTH LAKE SHORE DRIVE

CHICAGO 11, ILLINOIS

January 29, 1964

ROBERT M. SHELTON, FAAHA
Executive Director

787-3877

Mr. R. H. Holman
College of Business
School of HRI Management
Michigan State University
East Lansing, Michigan

Dear Mr. Holman:

Pursuant to our telephone conversation Tuesday concerning your interest in developing courses in special aspects of hospital administration, the American Association of Hospital Accountants wishes to indicate its desire to cooperate with Michigan State University in subject areas relating to hospital accounting and financial management.

There is enclosed some material which will acquaint you, to a greater degree, with AAHA.

Following your conference this week, we shall be pleased to hear further from you concerning specifics of your proposed project.

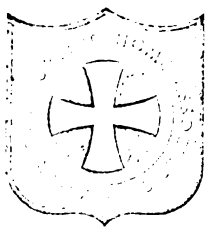
Sincerely yours,

Robert M. Shelton
Executive Director

cc: Mr. Clifford C. Losberg, Jr.

RMS:mkh
encls.

APPENDIX XVIII



American Nursing Home Association

1346 Connecticut Avenue, N. W.
Washington D. C., 20036

January 28, 1964

CERS-1964

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Alton E. Barlow
Canton, New York

Mr. R. H. Holman
College Business School of Hotel Restaurant
and Institutional Management
Eppley Center
Michigan State University
East Lansing, Michigan

Dear Mr. Holman:

I am writing this letter as a follow-up to our telephone conversation today.

The American Nursing Home Association is very much interested in the development of formal educational programs at all levels of study.

I would hope the Michigan State University will look with favor upon the recommendations that your advisory committee will make and create a curriculum on the under-graduate level leading to a Bachelor Degree in Nursing Home Administration. As I mentioned to you, both the staff and members of this Association will be happy to work with you in the development of such a program.

If I can be of further service, please feel free to call upon me.

Sincerely,

Alfred S. Ercolano
Executive Director

ASE/cjc

APPENDIX XIX

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