MNSP 208 MANAGEMENT, PLANNING AND CONTROL OF NUTRITION AND HEALTH PROGRAMS AND ORGANIZATIONS

Tufts University, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy (May, 2015 - July, 2015)

Instructor: Adjunct Professor David Hastings, M.B.A.
Email: david.hastings@tufts.edu
Skype: david_hastings_mba

Office hours online (skype voice or by skype IM) weekly on Wednesdays 11:00 AM EST

Course Credit .5

Required Texts


Course Description and Goals

A mastery of key management concepts and principles is critical in order to function effectively while overseeing any nutrition and health program or organization regardless of geographical location. However, it is essential to understand the various cultural, societal and environmental issues that different parts of the world exhibit and thereby affect the management of not for profit organizations. This course will prepare students to become directors and managers who can translate and apply technical work and content knowledge in a way that is manageable, economically sustainable, and accountable. Students will receive the tools necessary to craft, implement and manage life-saving and life-preserving strategies in nutrition and health organizations in order to successfully maneuver the financial, legal and bureaucratic challenges that administrators face. Students will examine case studies and readings to gain a practical understanding of how to manage and coordinate business functions to achieve the goals and objectives of the organization. Topics will include business and project planning, management control systems, financial management, budgeting, performance measurement, pricing and marketing of services, operations management, cost analysis, human resource management, and the development of management information systems that are unique to the Middle East and region, and those that are common around the globe.

Course Objectives/Outcomes

By the end of this course, students will be able to:

- identify and incorporate specific skills and techniques into their own leadership style.
- understand what is necessary to function as program directors and project managers.
• understand their management responsibilities and those of the leaders in their organization in finance, administration, public relations, development, human resources and facilities management

• manage and coordinate business functions to achieve the goals and objectives of the organization

• recognize how management functions interact and impact an organization

• present material in a succinct manner and to involve and interest the audience

• observe and practice formulating ideas using critical and analytical skills.

**Assignments, Exams and Grade Evaluation**

**45% - CASE ANALYSES [3]**

We begin our distance work following the residency. Students are required to complete three written case analyses. To adequately prepare, students must view the online material presented as lectures, read the required materials in the text and supplementary readings provided as documents in electronic form, and read the case thoroughly. Students are encouraged to work together in this preparation, discussing the material with each other and by making and reading postings in the weekly discussion forums provided for each class week. Written responses may be prepared and submitted as a group, or individually.

**15% - GROUP CASE ANALYSIS PRESENTATION - (this will occur in the residency)**

The analysis of the Hamilton Hospital case will be completed by the class as a group. This analysis will be provided in the form of a presentation to be delivered during the residency. The same grade will be provided to each student in the group.

**10% - JOURNAL GROUP PRESENTATION – (this will occur in the residency)**

The students will participate in groups, presenting and discussing an article from a journal, illustrating an example of a challenge faced by management, and take a position they will defend in a face-to-face presentation. The article will be selected from a list of possible articles provided by the instructor. The presentation needs to be no more than fifteen minutes in length and must outline the key points raised in the article. The presentation team needs to identify their position and defend it. The instructor will question and challenge the point of view as taken by the presenters. The same grade will be provided to each student in the group.

**30% - MAJOR PAPER – OPTION 1 - (due by July 31)**

Students will, separately, in small teams, or as a single group, select an organization with which they are familiar and identify a specific management problem that organization is experiencing. Interview the appropriate personnel and formulate your recommendations. Prepare a ten-paged paper [double spaced, with one-inch margins on the top, bottom and sides of each page, and font size of 12 point]. This paper should integrate the concepts presented in the course.

The paper will include:
• brief summary (one paragraph) regarding the nature of the organization
• identify the problem or issue to be addressed
• what alternatives are available and have been considered by management?
• identify what has been done up until now by management to address the problem
• identify what you recommend as a specific course of action with support for your recommendations
• specify the resources necessary and the roles for all concerned
• formulate your recommendation for the management of the organization

30% - MAJOR PAPER – OPTION 2 – (due by July 31) – “Beyond Food.pdf”
Let us first assume the findings in this paper are correct. From a management perspective, including all of the subject matter covered in the course, what impact(s) do you foresee [e.g., including management policies, processes and approaches, organizational structures, field operation management, strategy, budget, communication]. In other words, what challenges does this present to management . . . what needs to change for organizations involved in this type of work . . . Students will, separately, in small teams, or as a single group, thoroughly review and research the paper and provide a written response as identified above. Prepare a ten-paged paper [double spaced, with one inch margins on the top, bottom and sides of each page, and font size of 12 point]. This paper should integrate the concepts presented in the course.

Communication Policy

Students should seek out information themselves, from peers, as well as by using the "Discussion Forum" provided for each week of class. If you do not find your answer contact the instructor as soon as possible. Please do not wait. Your instructor has pledged to respond within 48 hours. Feedback to the Instructor -You are invited to provide feedback in whatever forms comfortable during the course. The goal is for this experience to be helpful, thought provoking, challenging and stimulating and serve to provide both general knowledge and a specific skill set.

Assignments and Homework and Readings, Activities & Discussions

All information required to address the requirements of the class is provided in the TRUNK software.

Timing of Sessions

There are two recorded lectures that need to be viewed before the residency.

We will meet for six hours at the residency on June 3 and June 4. This will be followed by six more recorded lectures and skype calls.