

**Berkshire Medical Center**  
**School of Medical Laboratory Science**

Course Syllabus

Course No. : MEDT 408

Course Title: Management and Supervision

Credits: 0

**Description:**

Management and Supervision introduces the student to the complexities of operating a clinical laboratory. Discusses the Management of Organizations, Management of Human Resources, Management of Financial Resources, Management of Laboratory Operations, and Laboratory Information Systems (LIS). These topics include but are not limited to regulatory and compliance issues, quality management and performance improvement, effective communication, staffing, labor relations, safety, strategic planning, budgets and reimbursement, outreach, professionalism, ethics, etc. Real-life scenarios are used from Berkshire Medical Center to demonstrate theories taught and how they apply to an actual lab setting.

Primary Didactic Instructors: Mark Robert, M.B.A., MT(ASCP)  
Laboratory Administrative Director  
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Additional Instructors           Eva Perri Maaia, MLS(ASCP)<sup>cm</sup>  
Laboratory Operations Manager  
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413-447-2968

**Required text:** None.

Reference material:

Clinical Laboratory Management, 2<sup>nd</sup> ed. Lynne Garcia (2014)  
Laboratory Management: Principles and Processes, 3<sup>rd</sup> ed. by Denise Harmening (2013)  
Professionalism in Healthcare: A Primer for Career Success, 3<sup>rd</sup> edition (2009)  
Principles of Clinical Laboratory Management: A Study Guide and Workbook, Jane Hudson (2004); Ethical Dimensions in the Health Professions, 5<sup>th</sup> edition, Purtilo; Doherty (2011).

Lecture: Fall semester, weekly with Lab Administrative Director or other lab manager

Laboratory: none

Assigned projects by instructor

## Course Goals and Objectives

Based on the didactic material students will demonstrate competency of the following objectives.

Upon completion of the Management and Supervision course the student will:

1. Discuss the basic concepts of management and the current healthcare environment.
2. Discuss the function of management.
3. Provide an overview of lab industry and need for strategic planning for the future.
4. Explain financial challenges faced by clinical lab.
5. Discuss the impact of regulatory requirements including safety, human resources, accreditation, reimbursement, compliance.
6. Describes the foundation of leadership.
7. Discuss motivating and retention of staff.
8. Discuss factors that determine a successful manager.
9. Identify barriers to effective communication.
10. Develop a strategy for overcoming communication barriers and improving the process.
11. Describe strategies used in conflict resolution.
12. Describe the functions of laboratory information systems.
13. Define Quality Management System.
14. Explain the importance of quality assurance (QA) and quality improvement.
15. Analyze the current laboratory QA program and assess its effectiveness.
16. Explain the purpose of standard operating procedures (SOP).
17. Prepare a technical procedure for a laboratory department using CSLI guidelines.
18. Describe key elements and purpose of a performance appraisal.
19. Discuss the importance of laboratory-customer relations, customer service and marketing of services.
20. Identify customers and products of the laboratory.
21. Discuss the market variables as that relate to laboratory services.
22. Describe a marketing plan to enable the lab to achieve outreach goals.
23. Identify sources of revenue and the accounting methods for recording income.
24. Determine revenue and testing volume for budgeting projections.
25. Explain the steps and schedule for preparing an operational budget.
26. Explain the methods and options available to finance a laboratory project or purchase an instrument.
27. Explain the importance of test utilization on the laboratory and patient care.
28. Describe the steps in the process for bringing a new test into the laboratory.
29. Explain the importance of ethical behavior as it applies to being a professional and to the healthcare environment.
30. Utilize basic ethics theories and approaches to address ethical challenges in healthcare.

## **Course Goals and Objectives continued**

Based on the didactic material students will demonstrate competency of the following objectives.

Upon completion of the Management and Supervision course the student will:

31. Discuss the characteristics of being a professional and the importance of it to the employee and the laboratory.
32. Apply professional behavior in the workplace environment.

## **Basis for Student Evaluation**

Lecture evaluation will consist of assigned management exercises and study questions. This course has a pass/fail grading system. See grade sheet for specific criteria. The course is not eligible for college credits.

## **Affective behaviors**

### Didactic

Following appropriate training, during didactic instruction the student will:

1. Exhibit professional behavior during didactic instruction.
2. Attend lectures in a timely manner.
3. Respect other students and members of the laboratory.
4. Contribute to a positive learning environment.
5. Demonstrate an interest in the subject matter.
6. Comply with hospital and laboratory dress code and personal appearance policies.
7. Comply with institutional policies concerning safety.
8. Cooperate when situations arise and there is a necessary change in lecture schedule.