

Book: Haiman's Healthcare Management (7th Ed.)

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Boor Review

In 1937, Luther Gulick, borrowing from the work of Henri Fayol, created a list of seven key administrative functions of every organization that included: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting. This model, that he termed POSDCORB, became the standard for administrative organization and bureaucracy. The classic POSDCORB framework is essentially replicated in the 7th edition of Haiman's Healthcare Management, written by Rose Dunn. This traditional treatment of management is reflected in the first seven of the eight parts of the book that include: stepping into management, connective processes, planning, organizing, human resource management, influencing, and controlling. The final part deals with labor relations. This book is clearly intended for the novice who has no experience with either the practice or study of management.

Part one, Stepping into Management, speaks to the various roles of the manager and follows with a summary of the managers functions including planning, organizing, staffing, influencing, and controlling. A number of classic and contemporary theories on management complete the part.

Part two, Connective Processes, examines decision making, coordinating organizational activities, communicating, and a brief summary of the legal aspects of health administration. In this part, the chapter on communication is particularly well written and includes a good discussion of effective listening.

Part three, Planning, includes chapters on managerial planning, forecasting, tactical considerations in planning, planning tools, and time management techniques. In this section, the role of strategic management is introduced but never discussed in the depth that it deserves.

Part four is devoted to Organizing. The seven chapters in this part include fundamental concepts, division of work and departmentalization, delegation of organizational authority, line and staff authority relationships, organizing on the supervisory level, use of committees, and the informal organization. Again, the focus here is on classical management theory.

Part five, Human Resource Management, is made up of chapters on staffing processes, new employee selection, and performance appraisal. This is probably the strongest section of the text but could have been improved by moving the chapters dealing with discipline and termination and labor relations into this part.

Part six, Influencing, includes chapters on giving directives and managing change, motivation, leadership, morale, and discipline. The chapter on leadership is woefully inadequate given the importance that leadership has at all supervisory levels. A brief discussion of CQI data tools is included in the chapter on managing change.

Part seven includes three chapters focusing on Control and examines the fundamentals of control, control processes, and budgeting. A very brief discussion of benchmarking and budgeting are the highlights of this chapter. The text concludes with chapters on organized labor, handling grievances, and emerging influences in healthcare.

While marginally adequate as an introductory text, there were a number of deficiencies large and small that work against the utility of the book. There are no case examples or discussion questions to amplify the content or guide the learner. With the exception of a single reference to William Cleverly, no health care scholar's work is cited or otherwise referenced anywhere. The single most used work is the Journal of Accountancy. Prominent among the content areas omitted from the Haiman text are teams and team performance, quality, workplace diversity, and ethics (a huge omission).

I would certainly not recommend this text for use in the classroom. There are a number of other books that are better written and cover the same general content with greater depth and specificity.

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