Bioscience PhD
Bioethics Track

BIOS 781
Bioethics Foundations II  Managerial and Legal Frameworks
M. Brindle

Course Description:

This course involves building awareness of the organizational, legal and managerial context. It is based on the premise that bioscience and bioethics developments take place within organizations and that students must understand the nuances of organizations and institutions in order to be effective within them.

The course four modules to emphasize the interdependency of science, policy, law, ethics and management:  1)An overview of the US healthcare system; 2) Legal frameworks and impact; 3) Macrolevel organizational management issues such as strategy, structure and interdependency, power and politics and international issues; and 4)Microlevel organizational management issues with a focus on skill building in negotiation, leadership and interpersonal influence.

Course Rationale:

Scientists and ethicists need to understand organizational, managerial and legal frameworks. Increasingly and pervasively, it is important for to comprehend the organizational culture, resources, and politics and how these aspects will impact students in their practice as scientists, ethicists, lawyers and managers.

This course presumes that many scientists, ethicists and lawyers have not concentrated on this area in their undergraduate preparation and that the lack of understanding of organizational and legal realities becomes a constraint. Bioscience and bioethics are interdependent fields, yet most training has emphasized a single paradigm, as lawyers learn law; scientists, science, etc. Bioscience is not limited to the laboratory, but involves coordination with scientists; international collaboration; and an awareness of the many arenas which affect and impact the scientist. While the course does not seek to create organizational theorists, it endeavors to emphasize the practical and learnable skills of organizational management to facilitate effectiveness.

In addition, as emphasized by the National Institutes of Health, National Human Genome Research Institute the need for scientists,who can manage projects, datasets and the complex environment of genomics research outstrips the supply of those with such preparedness.

The rationale for this course then is to prepare scientists to be more effective within the complex environments of bioscience research as scientists; and also to train scientists and
bioethicists to become more effective managers for the many tasks and projects requiring explicit coordination and managerial skills.

**Prerequisites:** None.

**Course Objectives:**

1) The main objective of the course is to demonstrate that the arena of scientists is not the laboratory, but is shaped and impacted by the larger organizational and institutional arena. It seeks to raise awareness of interdependency among and between disciplines; among and between institutions; and among international players. We will bring into discourse the nuances of the “macro arena” of such areas as health policy; health administration; a level of healthcare history; and the legal area.

2) From the “macro-arena,” we will move toward the “micro-arena.” Based on the simple premise that most smart people and many good ideas fail because those involved fail to comprehend organizational contexts, it seeks to build from awareness toward skills. There are several specific objectives concerning skill building and the course seeks, in broad outline to build skills in such areas as: leadership; negotiation and conflict resolution; diversity management; communication and interpersonal influence.

To develop an understanding of how organizational constructs such as organizational history and organizational culture affect both science and ethical issues;

To develop better understanding of health administration and policy frameworks and strategies;

To gain understanding of legal frameworks and how these affect the “management” of science;

To develop better understanding of organizational structures and interdependencies among diverse and sometimes competing organizational frameworks;

To gain awareness of diverse disciplinary paradigms, in specific among science; policy; law; and management;

To improve understanding of international developments and involvements;

To develop interpersonal influence skills such as appreciating and responding to diversity; and differences among personalities;

To improve leadership skills;

To improve awareness of communication means, tools and constraints, including distance communication and the effect of distance on interaction dynamics and decision making;
To better comprehend conflict management and improve negotiation skills;

To gain awareness of career tracks within bioethics science, such as bioethics boards, consulting and committees.

Course Schedule: The course is constructed in four modules:

1) An overview of the US Healthcare system and basic international comparison – to provide a basic awareness of the macro policy and strategy decisions that make up the US health care context to improve understanding of policy and funding, as well as structural management issues.

2) An overview of the Legal context of the US healthcare system – to provide an improved awareness of how law has shaped the bioethics context and its ongoing impact for bioscience;

3) Organizational Management: Macro-level: Strategy; Culture; Structure – to learn fundamentals of management and the interdependent nature of bioscience;

4) Organizational Management: Micro-level: to develop skills in communication; conflict and negotiation; diversity management and leadership.

MODULE 1  Weeks 1-3: An Overview of the Healthcare System in the U.S. and internationally

Week One: Introduction to Course objectives and outline
Why Scientists and Ethicists Fail in Organizational Context
Readings from Brindle/Mainiero text in common organizational dilemmas and failures.

Week Two: Healthcare Policy Overview: The U.S. health care construct
A brief history of developments since WWII
Policy developments affecting funding and institutions

Week Three: Overview of international comparison: Western Europe health care systems;
International issues in bioethics.

MODULE 2

Weeks Four – Six: Legal Frameworks and Legal Process The role of law in shaping and impacting bioethics with an emphasis on the legal process.

Week Five: Legal Case study in bioethics. Learning to read and understand legal cases.

Week Six: Short Paper Due and Presentation of student case
MODULE 3:

Weeks 7-11: Macro-level Organizational Theory and Management

Week 7  Organizational Structures:
How various structures affect management, such as functional structures; product and matrix structure;
Affect of structural changes such as reengineering, mergers and acquisition
Teamwork and task forces

Week 8  Power and Politics: Understanding resources and allocations
Tangible and Nontangible resources
Power and Dependency
Communication Networks

Week 9  Organizational Culture: Institutionalized values and assumptions
Reading and Diagnosing organizational culture and its impact on bioethics

Week 10: Decision making: Understanding decision making dynamics and how to better influence decision making at the bioscience table.
Dependencies among and between players in bioscience

Paper Due: Culture Audit

Weeks 11-14: Micro-level Organizational Management

Week 11  Managing Diversity among disciplines and personalities
International differences
Differences and common ground among and between disciplinary paradigms
Issues of gender and race
Case Study discussion

Week 12  Leadership – Model of building followers in context
Interpersonal Influence: Reciprocity; Social Proof and Commitment Building
Exercises in interpersonal influence

Paper Due: Case Study: Managing Diversity in a Biotech Firm

Week 13  Project Management – Lessons from a consulting firm

Week 14  Student Presentations
Readings:

Course packet will include readings in: Organizational structures; Change management; Organizational culture; Health policy overview; Decision making; Communication; Negotiation and Diversity.


Case Studies: Negotiation; Hospital Merger; Case of Biotech Laboratory and Merger; Legal case studies.

Grading:

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Case Studies in management</td>
<td>30%</td>
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<tr>
<td>Culture Audit</td>
<td>10%</td>
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<tr>
<td>Legal Case study</td>
<td>15%</td>
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<tr>
<td>Final paper</td>
<td>25%</td>
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<tr>
<td>Contribution to discussion</td>
<td>20%</td>
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Methods of Instruction:

Three of the four modules (in healthcare policy and management) will be taught by the professor assigned to the class; the module on legal frameworks (3 weeks) will be taught by a lawyer in bioscience practice (Erin Williams, Esq. or Richard Lebovitz, Esq.)

Instruction includes lecture and discussion; in-class exercise in skill building such as negotiation; use of case study discussion; and a field project

Final Project: A final project will involve field work at analyzing a firm (in biotech or related venue) and analyzing a managerial dilemma or problem that can be addressed. This may range from an issue in organizational culture; structure; policy or practice that can be improved. Students will integrate course material to develop a strategy for solving the organizational issue. Students will present their cases on the final day of the semester.