HSP 3330
Healthcare Strategic Management
Fall 2019
Ji’ Lynda Brown, MPH
COURSE NUMBER
HSP 3330

COURSE TITLE
Healthcare Strategic Management

CREDITS
Three Semester Credit Hours (3-0-0)
Sixteen Week - Classroom class supplemented with online assignments using Blackboard Learning Management System

PREREQUISITE COURSES
None

CO-REQUISITES
None

PRE-REQUISITE SKILLS
Accessing internet web sites, use of ASU Library resources, and proficiency with Microsoft Word and/or PowerPoint are expectations of the Health Science Professions Program. Computer access requirements are further delineated in the Undergraduate Handbook. Tutorials for ASU Library and for Blackboard are available through RamPort. The ASU Undergraduate/Graduate Student Handbook should be reviewed before taking this course.

COURSE DELIVERY
This is a 16 week classroom class supplemented with online assignments using Blackboard Learning Management System. The course site can be accessed at http://blackboard.angelo.edu

FACULTY
Mrs. Ji’ Lynda Brown
Office: Health and Human Services Building
       Health Science Professions 224T
Phone: (325) 486- 6136
Email: ji’lynda.brown@angelo.edu

OFFICE HOURS
Monday and Wednesday from 11:30 am -1:00 pm or by appointment

COURSE DESCRIPTION
This course integrates accounting, finance, marketing, MIS, and organizational behavior in the creation of sustainable competitive advantage. It focuses on analyzing, planning, negotiating, problem solving, and decision making for healthcare systems managers in a risk-based environment.

PROGRAM MISSION & GOALS
Mission Statement
The Bachelor of Science in Health Science Professions prepares students to enter health science professions either directly upon graduation or to enter advanced graduate study in healthcare. Students gain knowledge in ethics, policy, epidemiology, organization and leadership, research and evidence based practice, and communication skills that span multiple health science disciplines.
Goals
The Bachelor of Science in Health Science Professions strives to enhance multidisciplinary healthcare education and evidence-based principles to provide patient-centered care. Students will develop communication, decision-making, social, analytical thinking, and personal development skills necessary for professional practice as a healthcare professional.

STUDENT LEARNING OUTCOMES

<table>
<thead>
<tr>
<th>Student Learning Outcome</th>
<th>Assignment(s) or activity(ies) validating outcome achievement:</th>
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<tbody>
<tr>
<td>By completing all course requirements, students will be able to:</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<tr>
<td>1. Determine the meaning of “strategy” and the reason it must be managed by organizations.</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>2. Determine the process by which an organization prepares itself to begin planning strategy.</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>3. Formulate the business strategies based upon Mission, Vision, &amp; Values of an organization</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>4. Evaluate the process for implementation of business strategies in a health care organization.</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>5. Analyze different options used for executing strategies within a healthcare organization</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>6. Analyze the roles that finance, marketing and human resources play as well as the legal implications in strategic planning in a health care organization</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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<td>7. Examine the role that organizational culture plays in managing and implementing strategic change.</td>
<td>Class Presentations, Group Leadership, Exams, Written Assignments, and Class Participation</td>
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REQUIRED TEXTS AND MATERIALS
  - ISBN – 9781284081107
OTHER REQUIRED MATERIALS
- Computer with MAC or Windows Operating System
- High Speed Internet Access
- Ethernet Cable
- Webcam (Please note: a plug-in webcam allows the student to perform thorough environmental scans).
- Refer to Angelo State University’s Distance Education website for further technology requirements: http://www.angelo.edu/distance_education/

TECHNICAL ASSISTANCE
- Technical Assistance: If you have any technical problems associated with the test (i.e. webcam problems, lock down browser problems) you should contact the IT Department. The IT Service Department is open M-F from 8-5 and the number is (325) 942-2911. If you call any time after 5 or on the weekend, most likely you will not be able to get assistance until the following week day, so please plan accordingly.

TOPIC OUTLINE
Section 1
Chapter 1 – Basic Strategy Concepts

Section 2 Audit of Assets and Environment
  Chapter 2 – Internal Audit of Strategic Assets: Resources & Competencies
  Chapter 3 - External Environmental Assessment: Law, Economics, Demographics, Technology
  Chapter 4 External Environmental Assessment: Market and Customers
  Chapter 5 External Environmental Assessment: Industry and Competitors
  Appendix – Appendix to Chapters 2, 3, 4 and 5

Section 3 Formulating Strategies
  Chapter 6 – Defining the Future Direction of the Organization
  Chapter 7 - Formulating Corporate-Level Strategy
  Chapter 8 – Formulating SBU-Level and Functional Area Strategy

Section 4 Implementing Strategies
  Chapter 9 – Implementing the Strategy
  Chapter 10 – Monitoring, Fine Tuning, and Changing the Strategy

Section 5 Strategic Planning Options
  Chapter 11 – Strategic Planning Options: Internal Expansion
  Chapter 12 Strategic Planning: Strategic Alliances
  Chapter 13 – Strategic Planning Options: Mergers and Acquisitions
  Chapter 14 – Strategic Options: Downsizing, Divestiture

Section 6 Functional Areas in Strategic Planning
  Chapter 15 – Finance in Strategic Planning
  Chapter 16 – Marketing in Strategic Planning
  Chapter 18 - Legal Implications of Strategic Decisions

Section 7 Strategy Support Factors
  Chapter 19 – Organization Design and Culture
  Chapter 20 – Managing Strategic Change
  Chapter 21 – Tool for Strategic Analysis, Planning, and Management

GRADING SYSTEM
Course grades will be dependent upon completing course requirements and meeting the student learning outcomes.
The following grading scale is in use for this course:
A = 450-500 points
B = 400-449 points
C = 350-399 points
D = 300-349 points
F = 0-299 points
(Grades are not rounded up under ANY circumstances)

EVALUATION AND GRADES
Graded assignments, activities and percent of the overall course grade:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>PERCENT OF TOTAL GRADE</th>
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</thead>
<tbody>
<tr>
<td>Weekly Blog Assignments</td>
<td>100 points (20%)</td>
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<tr>
<td>Midterm Exam</td>
<td>50 points (10%)</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100 points (20%)</td>
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<tr>
<td>SWOT Analysis</td>
<td>50 points (10%)</td>
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<tr>
<td>Group Presentation of SWOT Analysis</td>
<td>100 points (20%)</td>
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<tr>
<td>Strategic Plan Executive Summary</td>
<td>100 points (20%)</td>
</tr>
<tr>
<td>TOTAL COURSE GRADE</td>
<td>500 points (100%)</td>
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LEARNER SETTINGS
- Classroom
- Online – Blackboard learning platform

TEACHING STRATEGIES
- This course will be taught in the classroom as well as utilizing an online methodology through the Internet with Blackboard™ as the learning platform. It will employ a variety of teaching-learning methods including lecture presentation/notes, workgroups, discussions forums, quizzes and self-directed activities.
- Web-based technology will also be used to provide additional sources of information, prepare and submit student assignments, provide ongoing student-faculty and student-student interaction and dialogue, and facilitate peer support.
- Students are expected to be “active learners.” It is a basic assumption of the instructor that students will be involved (beyond the materials and lectures presented in the course) discovering, processing, and applying the course information using peer-review journal articles, researching additional information and examples on the Internet, and discussing course material and clinical experiences with their peers.

ASSIGNMENT/ACTIVITY DESCRIPTIONS
*Please note: Rubrics for all assignments and activities will be used for grading.

**Weekly Blog Assignments:** (20%) Students will complete weekly group blogs to assess course knowledge. Blogs will consist of 10 essay/short answer questions. Access to blogs will be through Blackboard™ [See Other Required Materials for a list of needed equipment]. Students may use written materials as well as their textbook. Completed assignment will be upload through the assignment tab in Blackboard™.
**Midterm and Final Exams:** (10% & 20%) The Midterm and Final Exams account for 10% and 20% respectively for 30% of the total course grade. The exams are designed to test understanding of textbook material and the application of the material covered in both the textbook and lectures. Both Exams will be short answer.

**SWOT Analysis, Group Presentation & Strategic Plan - Executive Summary:** (10%, 20%, 20%) There will be one case study this semester. You will be divided into groups of 4 to complete the SWOT Analysis and will individually complete a four page Executive Summary of the Strategic Plan. This assignment will start at the beginning of the semester and will culminate with the group SWOT Analysis, presentation to the class and completion of a Strategic Plan Executive Summary. The SWOT analysis and strategic plan should be based upon the information presented in the case study, textbook and peer reviewed articles. Weekly progress updates and drafts are required which will factor into final grades on the assignments.

The objective of this written assignment is to help students understand the strategic management process by analyzing a case study and completing the assignment. This assignment will have three parts. The first part will be completing a SWOT Analysis utilizing either the case study from the Mayo Clinic or the case study from Vanderbilt University Medical Center. Since completing a SWOT Analysis in any setting is prepared as a group, the first part of the assignment will be a group project. Each group will contain a minimum of 4 students. After SWOT Analysis has been submitted for grading, each group will present their SWOT Analysis to the class. A Power Point presentation should be used and all members of the group must participate in the presentation. No changes may be made to the document after submission. After the completion of the group assignment, a peer evaluation must be completed by each group member. This evaluation will factor into the final SWOT Analysis and Group Presentation grade.

The Strategic Plan Executive Summary will be completed individually (not as a group). Each student will prepare a concise three-page overview. Please see the end of the syllabus for instructions on how to complete this assignment.

**GENERAL POLICIES RELATED TO THIS COURSE**

All students are required to follow the policies and procedures presented in the following documents:

- ASU Undergraduate Catalog located on the ASU website [https://www.angelo.edu/content/files/16795-201213-undergraduate-catalog](https://www.angelo.edu/content/files/16795-201213-undergraduate-catalog)

**STUDENT RESPONSIBILITY & ATTENDANCE**

**Classroom:** This class is a classroom-based class where grades will be given for class participation. There are readings which you will have to complete to be able to adequately participate in individual and group assignments. To complete this course successfully, you do have to participate in all course activities i.e. class discussion, course projects, reflective logs, etc. Students are expected to engage in course activities and submit work by due dates and times. The hope is that students will make substantive contributions which reflect integration of assigned materials as well as any outside readings as appropriate. Scholarly contribution is an expectation. For planning purposes, this class will probably require a minimum of 6-9 study hours per week on average.
COMMUNICATION
Faculty will respond to email and/or telephone messages within 24 hours during working hours Monday through Friday. Weekend messages may not be returned until Monday.

Written communication via Blackboard: It is an expectation of this class that you use formal writing skills giving appropriate credit to the source for your ideas. Follow APA (2010) 6th edition (2nd Printing or higher only) guidelines for referencing.

Written communication via email: All private communication will be done exclusively through your ASU email address. Check frequently for announcements and policy changes.

Virtual communication: Office hours and/or advising may be done with the assistance of the telephone, Skype, Join.me, Google Hangouts, etc.

Use Good "Netiquette":
- Check the discussion frequently and respond appropriately and on subject.
- Focus on one subject per message and use pertinent subject titles.
- Capitalize words only to highlight a point or for titles. Otherwise, capitalizing is generally viewed as SHOUTING!
- Be professional and careful with your online interaction. Proper address for faculty is by formal title such as Dr. or Ms./Mr. Jones unless invited by faculty to use a less formal approach.
- Cite all quotes, references, and sources.
- When posting a long message, it is generally considered courteous to warn readers at the beginning of the message that it is a lengthy post.
- It is extremely rude to forward someone else’s messages without their permission.
- It is fine to use humor, but use it carefully. The absence of face-to-face cues can cause humor to be misinterpreted as criticism or flaming (angry, antagonistic criticism). Feel free to use emoticons such as J or :) to let others know you are being humorous.

(The "netiquette" guidelines were adapted from Arlene H. Rinald's article, The Net User Guidelines and Netiquette, Florida Atlantic University, 1994, available from Netcom.)

ASSIGNMENT SUBMISSION
In this class, all assignments need to be submitted through the Assignments link in the Blackboard course site. This is for grading purposes. Issues with technology use arise from time to time. If a technology issue does occur regarding an assignment submission, email me at ji'lynda.brown@angelo.edu and attach a copy of what you are trying to submit. This lets your faculty know you completed the assignment on time and are just having problems with the online submission feature in Blackboard. Once the problem is resolved, submit your assignment through the appropriate link. This process will document the problem and establish a timeline. Be sure to keep a backup of all work.

LATE WORK OR MISSED ASSIGNMENTS POLICY
The course is set up on weekly modules. The week begins on Monday and ends on Friday. Assignment due dates are shown on the calendar/schedule or posted within Blackboard. Late assignments are not accepted without prior approval of faculty. Faculty reserve the right to deduct points for late assignments that are accepted past the original due date.
ACADEMIC HONESTY
Academic honesty is expected on all work. Students are expected to maintain complete honesty and integrity in their online experiences. Any student found guilty of any form of dishonesty in academic work is subject of disciplinary action and possible expulsion from ASU.

The Department of Health Science Professions adheres to the academic honesty statement as set forth in the Angelo State University Student Handbook (2011-2012) http://www.angelo.edu/student-handbook/code-of-student-conduct/misconduct.php. The University “faculty expects all students to engage in all academic pursuits in a manner that is above reproach and to maintain complete honesty and integrity in the academic experience both in and out of the classroom setting and may initiate disciplinary proceedings against a student accused of any form of academic dishonesty, including but not limited to, cheating on an examination or other academic work, plagiarism, collusion, and the abuse of resource materials.”

PLAGIARISM
Plagiarism at ASU is a serious topic. The Angelo State University’s Honor Code gives specific details on plagiarism and what it encompasses. Plagiarism is the action or practice of taking someone else's work, idea, etc., and passing it off as one's own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word for word without quotation marks and the source of the quotation. We use the APA Style Manual of the American Psychological Association as a guide for all writing assignments. Quotes should be used sparingly. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list. Papers are subject to be evaluated for originality via Bb Safe Assignment or Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center http://www.angelo.edu/dept/writing_center/academic_honesty.php.

STUDENTS WITH DISABILITIES
1. “Angelo State University is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and subsequent legislation.”

2. The Office of Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by contacting the Office of Student Affairs, University Center, Room 112 at (325) 942-2047 or (325) 942-2211(TDD/FAX) or by e-mail at studentservices@angelo.edu to begin the process. The Office of Student Affairs will establish the particular documentation requirements necessary for the various types of disabilities.

Reasonable accommodations will be made for students determined to be disabled or who have documented disabilities.

INCOMPLETE GRADE POLICY (OP 10.11 Grading Procedures)
It is policy that incomplete grades be reserved for student illness or personal misfortune. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required.

STUDENT ABSENCE FOR OBSERVANCE OF RELIGIOUS HOLY DAYS
“A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence.” Please see ASU Operating Policy 10.19.

COPYRIGHT POLICY
Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

SYLLABUS CHANGES
The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications about the course on a daily basis.

COURSE EVALUATION
Students are provided the opportunity, and are strongly encouraged to participate in a course evaluation at the end of the semester. Areas on the IDEA evaluation include:

1. Gaining factual knowledge (terminology, classifications, methods, trends). Important
2. Learning fundamental principles, generalizations, or theories. Important
3. Learning to apply course material (to improve thinking, problem solving, and decisions). Essential
4. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course. Important
5. Learning to analyze and critically evaluate ideas, arguments, and points of view. Important

Title IX at Angelo State University:

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

   Online: www.angelo.edu/incident-form
   Face to Face: Mayer Administration Building, Room 210
   Phone: 325-942-2022
E-Mail: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325 486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.