

**DEPARTMENT OF HEALTHCARE ADMINISTRATION AND POLICY
SCHOOL OF PUBLIC HEALTH
UNIVERSITY OF NEVADA, LAS VEGAS**

Course Syllabus

**EMHA 730 – Strategic Management of Health Services
Semester/Year: Summer 2021**

Course Description:

Emphasis on concepts of strategic and operational management for health care organizations. Also covers managerial epidemiology and marketing. Utilizes case studies.

Course Narrative:

This course will provide a framework for the development and application of strategic management and practice. One of the primary course outcomes will be the development of a comprehensive strategic plan for a healthcare organization that recommends either a repositioning of the organization's strategy or introduces a new strategic direction. To successfully complete the course will require integrating concepts from previous courses as well as experience in healthcare settings into a broad understanding of strategic management and planning. A multitude of tools will be discussed in detail as well as the various steps in the process that are required to successfully complete a strategic plan after a complete internal/external organizational analysis, review of recommended strategies and analysis of strategic and financial fit. 3 credit hours.

EMHA Competencies:

- A1. Health Care Issues and Trends (Demonstrate a broad knowledge of the health care industry and trends involved in provision, coverage, and access to care)
- B1. Effective written, oral and presentation skills (be able to communicate in a clear and logical manner within both formal and informal groups of all sizes)
- B2. Interpersonal Skills. Build collaborative relationships; create, participate in, and lead teams; Influence skills and Political Skills necessary to avoid dysfunction)
- C1. Personal and Professional Ethics (Adhere to ethical personal and business principles; exhibit ethical behaviors; live and communicate organizational values)
- C2. Diversity and Inclusion (Understand the importance of promoting diversity and inclusion to improve healthcare services)
- C3. Self-Assessment (Complete self-assessment each semester; evaluate course/project performance; evaluate personal and professional values; participate in continuing education and lifelong learning)
- C4. Systems Thinking (Broad systems connections - potential impacts and consequences of decisions in a wide variety of situations)
- C5. Change Management (Proactively planning, managing and implementing change)
- D3. Problem Solving and Decision Making (Formulate questions and apply models to address issues and problems with stakeholder input)
- D5. Strategic Planning (Ability to perform environmental analysis; discern competitive strategy; formulate business and marketing strategy based on evidence; course correct in a timely way as needs dictate)

For a complete list of EMHA competencies, please see the [EMHA website](#).

Course Objectives:

Upon completion of the course, it is expected that students will be able to:

UNLV School of Public Health

Syllabus is tentative and is subject to change. Syllabus content prevails in the event of any conflict with assignment descriptions or due dates posted on WebCampus

| Course Objective | Competency | Level* | Teaching Method | Assessment Method |
|--|-------------------------------|--------------|-------------------------------|---|
| Demonstrate a full grasp of the strategic planning process. | D3, D5 | Intermediate | Readings, Discussion, Lecture | Discussion Boards Part 1 and 2 of Strategic Plan Critique of Part 1, 2 & Final Strategic Plan Final Strategic Plan |
| Evaluate an organization's strengths, weaknesses, opportunities and threats and recommend a strategic direction. | A1, B1, D5 | Advanced | Readings, Discussion, Lecture | Part 1 and 2 of Strategic Plan Critique of Part 1, 2 & Final Strategic Plan Final Strategic Plan |
| Evaluate the possibility of resistance to change and how that barrier can be overcome. | C5 | Advanced | Readings, Discussion, Lecture | Discussion Boards Part 1 and 2 of Strategic Plan Critique of Part 1, 2 & Final Strategic Plan Final Strategic Plan |
| Build a comprehensive strategic plan for the organization of their choice. | A1, B1, B2 C1, C2, C3, C4, D5 | Advanced | Readings, Discussion, Lecture | Final Strategic Plan |

Required Text:

- Wayland, M.S. & McDonald W. G (2016). *Strategic analysis for healthcare: Concepts and practical applications*. Chicago: IL: Health Administration Press. ISBN # 978-1-56793-751-0
- Additional readings, videos, etc. are assigned to students throughout the course. Access will be provided to these resources via WebCampus.
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Grading Scale:

| Points in % | Letter Grade |
|-------------|--------------|
| 93-100 | A |
| 90-92 | A- |
| 87-89 | B+ |
| 83-86 | B |
| 80-82 | B- |
| 70-79 | C |
| <70 | F |

Any grade below a “B” will not qualify for graduate credit. A student who receives a B- or lower will be placed on academic probation.

Grading Components:

See course schedule for due dates for all assessments and other assignments.

Total Points available for the course: 100 pts.

| Item | Number of Units | Points per Unit | Total |
|--|---|----------------------------|------------|
| Discussion Boards | 7 or critique | 4 | 28 |
| STRATEGIC PLAN ASSIGNMENTS | - | - | - |
| Part 1 and 2 | 2 | 12 | 24 |
| Critique of Part 1, 2 & Final Strategic Plan | Part 1 – 2X Part 2 – 2X Final SP – 1X | 4 (2X) 4 (2X) 4 (1X) | 20 |
| Final Strategic Plan | 1 | 28 | 28 |
| Total | | | 100 |

Assignment Overviews:

Detailed instructions for each assignment will be provided in WebCampus. An overview of each is provided below.

Note: Each week, you must read all assigned readings (text and articles). Lecture Notes and publisher’s PowerPoint slides may be provided as supplemental reinforcement to your weekly readings.

Discussion Boards (7 total):

300-350 words; no APA required, but spelling and grammar will be checked. At least one reference other than your text should be utilized. Post your initial posting by the deadline indicated in the syllabus. Comment on the post of at least one fellow student by posted deadline. If you fail to respond you will lose partial points awarded for that discussion question. There are seven discussion boards with questions.

Strategic Plan Assignments:

You will be developing a comprehensive strategic plan for this course. The plan will be submitted in three parts:

- Part 1 will be due during Module #3
 - Paper will cover sections 2-6 of the strategic outline noted below.
- Part 2 will be due during Module #5
 - Paper will cover sections # 7-12 of the outline noted below.
- Final Strategic Plan will be due during Module #8, with a draft first posted to the Discussion Board during Module #8

- Will include the first two papers plus sections # 1(Executive Summary), 13-17, and a Table of Contents The final strategic plan should be approximately 15-20 pages in length and include a minimum of ten references from your text or supplemental readings. The paper and references should be in APA format.

You may select your own organization or one you would like to know more about, but the organization needs to be one that is focused on healthcare.

The outline for the plan is:

- Table of Contents
- Executive Summary
- Company Background including vision, values and mission including a definition of the core business.
- Company profile (describing the strengths and weaknesses of the firm's management and organizational structure) and future capabilities
- SWOT Analysis
- External Opportunities/External Threats
- External Environment (Remote, Industry and Operating)
- Current Competitive Position (including a comparison of major competitors and key success factors)
- Long Term Objectives
- Short-Term Objectives
- Generic Strategy(ies)
- Grand Strategy(ies)
- Functional Strategies (Operations, Marketing, Finance, Human Resources)
- Implementation
- Projected Three-Year Financials (including Capital Budget)
- Control and Evaluation (include monitoring of assumptions and implementation plan as well as strategic surveillance of the external environment)
- Risk Management Plan (including contingency plan)
- Organizational Change Management Strategy (if applicable)

See the "Individual Written Assignments Rubric" for further grading criteria.

Critique to Other's Strategic Plan:

In addition to submitting Part 1 and 2 in the Assignments Tab, you will also be required to post it to the appropriate Discussion Board for your peers to review. You will submit Part 1 to the thread for discussion by no later than the second day of Week # 3 and no later than the second day of Week # 5 for Part 2.

Please post a final draft of the Final Strategic Plan for your classmates to view in the Discussion Board. You will need to pick one other plan to critique, which has not already been critiqued by another classmate. You will have a few days to make changes, based on your peer's critique and then submit the final copy in the Assignments tab during Week #8.

The expectation is that you will make substantive comments to at least two of your peers' strategic plans with Parts 1 and 2 via a thoughtful response of at least 150-200 words each **to critically examine and make any suggestions for improvement to your colleagues.** This will engage you further in the strategic planning discussions. Each response post is worth four points (x2) for a total of 8 points each for this discussion in each of the two weeks, #3 and #5. You will also need to critique two of your

colleagues' final strategic plans during Week # 8.

Note: Each module, you must read all assigned readings (text and articles).

Additional Considerations:

Program Use of Student Work:

Assignments completed for this course may be used as evidence of student learning in accreditation reports. Students who do not wish their work to be used for accreditation purposes must inform the course instructor in writing by the end of late registration. Your participation and cooperation are appreciated.

Missed Assignments:

Students may request an extension for an assignment (i.e., exam, paper, and project) but students must ask more than 4 days before the assignment is due and propose a new due date for submitting the assignment within the time frame of the course. Extension requests *on* the due date, without an excusable reason, will not be considered. Students will need to discuss with the instructor a new due date for the assignment and will be held to that new date. If the extension is requested for medical reasons a note from the health care provider must be submitted.

For any late assignments the instructor can choose to deduct 10% of the grade for each day beyond the due date. After five days a grade of zero will be given for any student missing an assignment due date without a satisfactory excuse.

Discussion boards will close on their due date. If a student misses a discussion board assignment the instructor can choose to record a grade of 0, or allow students to make up the work in an alternate assignment that will be decided upon by the instructor. Discussion boards serve the purpose of “discussion” amongst classmates and posting late discussions defeats that purpose.

Other UNLV Policies:

You are also responsible for reviewing and complying with the academic policies found [here](#).

EMHA 730 Course Schedule:

Assignments and due dates may be subject to change at the discretion of the instructor and with the appropriate notice to students through announcements on WebCampus.

| WEEK OF | TOPICS & ASSIGNMENTS (due by Midnight) | RESOURCES |
|------------------------|--|--|
| UNIT 1 | Introduction to Healthcare Strategy | EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5 |
| Module 1 05/03/2021 | Introduction to Business Strategy, Competitive Analysis and Mission Statements/Core Values | <p>Porter, M. E. (1996). What is strategy? <i>Harvard Business Review</i>, Nov.- Dec, 61-78. (Located in the Let's Get Started tab on WebCampus).</p> <p><input type="checkbox"/> Text: Chapter 1 – Introduction to Business Strategy Chapter 2 –Team Techniques for Strategy Development Chapter 3: Research and Competitive Analysis Chapter 4: Corporate Mission</p> <p><input type="checkbox"/> Resources: Module PowerPoints</p> <p>Azaddin, S.K. (2012). Mission, purpose and ambition: Redefining the mission statement. <i>Journal of Strategy and Management</i>, 14 (4), 237-247.</p> <p>Collins, J.C., & J. Porras. (1996). Building your company's vision. <i>Harvard Business Review</i>, Sep-Oct, 65-77.</p> <p>Dyer, J.H., Gregerson, H.B. & Christensen, C.M. (2009). The innovator's DNA. <i>Harvard Business Review</i>, 61-67.</p> <p>Martin, R. L. (2016). Strategy and Execution are the Same Thing. <i>Harvard Business Review</i>.</p> <p>Sattari, S. (2011). How readable are mission statements? An exploratory study. <i>Corporate Communications</i>, 16(4), 282-292.</p> <p>Valentine, S. & Fleishman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. <i>Journal of Business Ethics</i>, 77(2), 159-172.</p> <p><input type="checkbox"/> Videos: TED Talk: Atul Gawande: How do we heal medicine? TED Talk: What healthcare will look like in 2020. What's the Difference Between Mission and Vision? The Benefits of Core Values</p> |
| 05/06/2021 | #1 DB Post | <input type="checkbox"/> Initial Post |
| 05/09/2021 | #1 DB Reply | <input type="checkbox"/> Respond to another peer on their DB post |

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| <p>Module 2 05/10/2021</p> | <p>Strategic Industry Map and Five Forces, Pest Analysis, Competitive Analysis and Blue Ocean Strategy</p> | <p><input type="checkbox"/> Text: Chapter 5: Strategic Industry Map Chapter 6: Five Forces in an Industry Chapter 8: PEST Analysis of the Environment Chapter 9: Competitive Benchmark Analysis</p> <p><input type="checkbox"/> Resources: Module PowerPoints</p> <p>Niemiec. A. (2016). Strategic map for hospital management: Perspectives and priorities. <i>Economics and Sociology</i>, 9(3), 63- 75.</p> <p>Porter, M.E. (2008). The five competitive forces that shape strategy. <i>Harvard Business Review</i>, January, 78-93.</p> <p>Kim, W.C. & Mauborgne, R. (2004). Blue ocean strategy. <i>Harvard Business Review</i>, October, 76-84.</p> <p>Sheehan, N.T. & Ganesh, V. (2009). Using a value creation compass to discover ‘blue oceans’. <i>Strategy and Leadership</i>, 37(2), 13-20.</p> <p><input type="checkbox"/> Videos: Environmental Scanning, what is it and how to do it What is Environmental Scanning? What does Environmental Scanning mean? Shell Energy Scenarios 2050 Blue Ocean Strategy, Create New Markets and Leave the Competition Behind Renée Mauborgne WOBI</p> |
| <p>5/13/2021</p> | <p>#2 DB Post</p> | <p><input type="checkbox"/> Initial Post</p> |
| <p>5/16/2021</p> | <p>#2 DB Reply</p> | <p><input type="checkbox"/> Respond to another peer on their DB post</p> |
| <p>UNIT 2</p> | <p>Analyses and Models Used in Strategic Planning</p> | <p>EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5</p> |

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| <p>Module 3 5/17/2021</p> | <p>External Analysis and Evaluation, Financial Ratio Analysis, BCG Matrix and Balanced Scorecard</p> | <p><input type="checkbox"/> Text: Chapter 9: SWOT: External Opportunities and Threat Chapter 10: External Factor Evaluation Chapter 11: Financial Statement Ratio Analysis Chapter 12: Boston Consulting Group Matrix</p> <p><input type="checkbox"/> Resources: Module PowerPoints</p> <p>Helms, M.M. & Nixon, J. (2010). Exploring SWOT analysis – where are we now? A review of academic research from the last decade. <i>Journal of Strategy and Management</i>, 3 (3), 215-251.</p> <p>Helms, M.M., Moore, R. & Mohammed, A. (2008). Information technology (IT) and the healthcare industry: A SWOT analysis. <i>International Journal of Healthcare Information Systems and Informatics</i>, 3(1), 75-92.</p> <p>Kaplan, R.S. & Norton, D.P. (2016). Linking the balanced scorecard to strategy. <i>California Management Review</i>, 39 (1), 53-79.</p> <p>Research and markets: What doctors need to know about reading financial statements – understanding the most important parts of income statements, balance sheets and cash flow statements. (2012). <i>Investment Weekly News</i>, 1122.</p> <p><input type="checkbox"/> Video: The Five Competitive Forces That Shape Strategy (Michael Porter Interview – Harvard Business Publishing)</p> |
| <p>05/20/2021</p> | <p>Part 1 of the Strategic Plan</p> | <p>Submit via Assignment Tab and post a copy on the Discussion Board for your peers to critique.</p> |
| <p>5/21/2021</p> | <p>#3 DB Post</p> | <p><input type="checkbox"/> Initial Post</p> |
| <p>5/23/2021</p> | <p>#3 DB Reply</p> | <p><input type="checkbox"/> Respond to another peer on their DB post</p> |
| <p>5/23/2021</p> | <p>Part 1 Critique Due</p> | <p><input type="checkbox"/> Review two of your colleagues' posted Part 1 strategic plan papers and compose a 150-200-word critique noting positive elements as well as suggestions for improvement. Your intent should be to help provide a view that is helpful to your colleague in the development of his or her plan.</p> |

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| <p>Module 4 05/24/2021</p> | <p>GE Model and McKinsey's 7S Model, Life Cycle Analysis, Organization Culture and Internal Analysis</p> | <p>□ Text: Chapters Chapter 13: General Electric Matrix Chapter 14: McKinsey 7S Model Chapter 15: Life Cycle Analysis Chapter 16: Organizational Culture Analysis Chapter 17: SWOT: Internal Strengths and Weaknesses Chapter 18: Internal Factor Evaluation</p> <p>□ Resources: Module Power Points</p> <p>Burns, D.J. (2014). Succeeding at new businesses: A matrix to measure flexibility. <i>The Journal of Business Strategy</i>, 35 (5), 23-30. GE Mckinsey Matrix. Strategic Management Insight (2014).</p> <p>Editor's Notebook: Does culture eat strategy? (2008). <i>The Journal for Quality and Participation</i>, 31(2), 3.</p> <p>Kotter, John. (1995). Leading change: Why transformation efforts fail. <i>Harvard Business Review</i>, March-April, 96-103.</p> <p>Gertner, M. I. (2013). The value chain and value creation. <i>Advances in Management</i>. 6(10), 1-4.</p> <p>Urbany, J.E. & Davis, J.H. (2007). Strategic insight in three circles. <i>Harvard Business Review</i>, Nov. 28-30.</p> <p>□ Videos: McKinsey 7S Model Ted Talk: Jim Hemerling: 5 Ways to Lead in an Era of constant change Value Chain Analysis Explained Internal Factor Evaluation Three Circles Analysis: Competitive Strategy in 3 minutes</p> |
| <p>05/27/2021</p> | <p>#4 DB Post</p> | <p>□ Initial Post</p> |
| <p>05/30/2021</p> | <p>#4 DB Reply</p> | <p>□ Respond to another peer on their DB post</p> |
| <p>UNIT 3</p> | <p>Internal-External Analysis and Strategy Selection</p> | <p>EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5</p> |

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| Module 5 05/31/2021 | Internal-External Matrix/ Grand Strategy Matrix | <input type="checkbox"/> Text: Chapter 19: Internal-External Matrix Chapter 20: Grand Strategy Matrix <input type="checkbox"/> Resources: Module Power Point Capps, C.J., III, & Cassidy, C.M. (2016). Expanding the competitive profile matrix (CPM): Introducing the financial competitive profile matrix (FCPM). <i>Academy of Strategic Management Journal</i> , 15(2), 9-14. Scattenkirk, D. (2012). Building sustainable internal capacity for quality within a healthcare environment. <i>The TQM Journal</i> , 24(4), 374-382. Internal/External factor analysis explanation Parnell, J.A. (2010). Strategic clarity, business strategy and performance. <i>Journal of Strategy and Management</i> , 3(4), 304-324. Pearce, J.A. III. (1982). Selecting among alternative grand strategies. <i>California Management Review</i> , 24(3), 23-32. Corbin, C., Kelly, S. and Schwartz, R. Concepts in service marketing for healthcare professionals . <i>Journal of Surgery</i> , 18 (1), 1-7. Moliner, M. Loyalty, perceived value and relationship quality in healthcare services. <i>Journal of Service Management</i> , 20 (1), 76-97. <input type="checkbox"/> Video: Grand Strategy Matrix |
| 06/03/2021 | #5 DB Post | <input type="checkbox"/> Initial Post |
| 06/06/2021 | #5 DB Reply | <input type="checkbox"/> Respond to another peer on their DB post |
| 06/06/2021 | Strategic Plan Part 2 Due | Submit via Assignment Tab and post a copy on the Discussion Board for your peers to critique in Module 6. |
| UNIT 4 | Strategic Fit and Financial Analysis | EMHA Competencies: A1, B1, B2 C1, C2, C3, C4, D5 |

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| <p>Module 6 06/07/2021</p> | <p>Space Matrix, Generic Strategies, Ansoff Matrix and TOWS</p> | <p><input type="checkbox"/> Text: Chapter 21: Space Matrix Chapter 22: Generic Strategies Chapter 23: Ansoff Matrix Chapter 24: TOWS Strategy Development</p> <p><input type="checkbox"/> Resources: Module PowerPoints</p> <p>SPACE matrix of Coca Cola. MBA Lectures, Nov. 16, 2010.</p> <p>Eonsoo, K., Nam, D., & Stimpert, J.L. (2004). The applicability of Porter’s generic strategies in the digital age: Assumptions, conjectures, and suggestions. <i>Journal of Management</i>, 30(5), 569-588.</p> <p>Obasi, A., Allen, R.S., Helms, M.M. & Spralles, S.A, III. (2006). Critical tactics for implementing Porter’s generic strategies. <i>Journal of Business Strategy</i>, 27(1), 43-53.</p> <p><input type="checkbox"/> Videos: Space Matrix TOWS Matrix Ansoff Matrix Porter’s Generic Strategies</p> |
| <p>06/10/2021</p> | <p>#6 DB Post</p> | <p><input type="checkbox"/> Initial Post</p> |
| <p>06/13/2021</p> | <p>#6 DB Reply</p> | <p><input type="checkbox"/> Respond to another peer on their DB post</p> |
| <p>06/13/2021</p> | <p>Part 2 Critique Due</p> | <p><input type="checkbox"/> Critiques are due for 2 of your classmate’s Part 2 assignments</p> |
| <p>Module 7 06/14/2021</p> | <p>Strategic Fit, Quantitative Strategic Planning</p> | <p><input type="checkbox"/> Text: Chapters Chapter 25: Strategic Fit and the Quantitative Strategic Planning Matrix. Chapter 26: Financial Fit Assessment and Projection</p> <p><input type="checkbox"/> Resources: Module PowerPoints</p> <p>Agnihotri, A. (2013). How much is strategic fit important? <i>Business Strategy Series</i>, 14(4), 99-105.</p> <p>Coull, A. (2004). Preparing for uncertainty. <i>Contact</i>, 46(9), 100-101.</p> <p>Cooper, T. & Faseruk, A. (2011). Strategic risk, risk perception and risk behavior: MetaAnalysis. <i>Journal of Financial Management & Analysis</i>, 24(2). 20-29.</p> <p>Sull, D., Holmes R. & Stull C. (2015). Why strategy execution unravels and what to do about it. <i>Harvard Business Review</i>, 58-66.</p> |
| <p>06/17/2021</p> | <p>#7 DB Post</p> | <p><input type="checkbox"/> Initial Post</p> |
| <p>06/20/2021</p> | <p>#7 DB Reply</p> | <p><input type="checkbox"/> Respond to another peer on their DB post</p> |

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| Module 8 06/21/2021 | Preparing the Final Strategic Plan | No assigned readings or videos this week. Time to focus on your final strategic plan preparation. Draft of the Strategic Plan Due. Post to Discussion Board 06/23/2021 |
| 06/25/2021 | <i>Final Strategic Plan Critique Due</i> | <input type="checkbox"/> Critique is due for 1 of your classmates' Final Strategic Plan. |
| 06/26/2021 | <i>Final Strategic Plan Due</i> | <input type="checkbox"/> Post to the Assignments tab |