



# MGT 564 Business Planning & Strategy in Healthcare

## Summer 2015 Syllabus

<b>Course Description</b>	This course develops competency in 1) strategic thinking; 2) analyzing the role of planning and strategy in successful organizations; 3) applying tools for planning and strategic decisions; 4) evaluating and critiquing strategic plans and tactics; and 5) making strategic decisions in current areas of responsibility.
<b>Credit Hours</b>	4.0
<b>Faculty Information</b>	Eric Schulz 503 686 0915 <a href="mailto:schulze@ohsu.edu">schulze@ohsu.edu</a>
	Kate Othus <a href="mailto:othus@ohsu.edu">othus@ohsu.edu</a>
<b>Office hours</b>	For a timely, brief question you are welcome to connect with Eric Schulz or Kate Othus by e-mail. For an extended conversation please e-mail us schedule a specific time. A weekly online office hour can be arranged if a majority of the class finds it to be useful.
<b>Online hours</b>	Both instructors will be online frequently throughout the quarter, including evenings and weekends. We will attempt to respond to any e-mail inquiries as soon as possible after we receive them.
<b>General Course Meeting Information</b>	Two face-to-face (F2F) sessions will be held: Saturday, July 11, and Saturday, August 1, 8am – 12pm. Both F2F sessions will be held in CHH 3171-3181. <b>Attendance at F2F sessions is required.</b>  Weekly modules will begin on Monday of each week. Assignments are due at 11:55 pm Pacific time on designated days.

<b>Required Texts</b>	Zuckerman, Alan M. (2012) <b><i>Healthcare Strategic Planning</i></b> , Third Edition. Health Administration Press. ISBN 13: 978-1-56793-434-2 MSRP: \$64.89
-----------------------	--

There is one course pack for MGT 564. **Coursepack A** contains 5 articles from Harvard Business Review (HBR). If you have access to a Harvard Business Review subscription you can access articles online, or you may purchase them from Harvard Business Review at this website:  
<https://cb.hbsp.harvard.edu/cbmp/access/37180759>

<b>Articles</b>
Schoemaker, P.J.H.; Krupp, S.; Howland, S. (January/February 2013). Strategic Leadership: The Essential Skills. <i>Harvard Business Review</i> .
Hamel, G. (July/August 1996). Strategy as Revolution. <i>Harvard Business Review</i> .
Kotter, J.P. (November 2012). Accelerate!. <i>Harvard Business Review</i> .
Giovanni, G.; Rivkin, J.W. (April 2005). How Strategists Really Think: Tapping the Power of Analogy. <i>Harvard Business Review</i> .
Brown, Tim (June 2008). Design Thinking. <i>Harvard Business Review</i> .

(Please contact Jed Hafner at [hafner@ohsu.edu](mailto:hafner@ohsu.edu) if you have questions regarding the coursepack.)

Additional articles from other sources may be made available through Sakai in the weeks they are assigned.

<b>Class Deliverables</b>	<p>1. Discussion Forums</p> <p>Our Philosophy in developing and teaching this course is that we, the instructors, are facilitators of your learning. Your job is to learn—from the readings, the videos, from each other, and from the instructors. As you proceed through the material, we want you to always be thinking about how the material applies to your current or future professional situation.</p>
---------------------------	---

The purpose of the forums in the Sakai Collaborative Learning Environment is to deepen your learning by understanding how the other members of your forum group see the particular issues for this week. Each of you will see these issues through the context of your own experience, and sharing your views with each other will significantly enhance your learning. Guidance for each weekly reflection can be found on the Sakai Course Materials for that week.

You are expected to participate in online discussions and post written contributions to Sakai. All Sakai postings must be in clear, concise, professional business language. The forums will proceed in the following general order:

- After you have completed the readings, reflect on the assigned questions.
- Post your reflections to the forum. This posting can be in either one or two paragraphs and should be done in a single thread for the whole group. Due Wednesday.
- Discuss these points with the group. This discussion is not meant to be a problem solving exercise but is intended to deepen your understanding as to how the material relates to your own individual situation and those of the other members of the group. You do not need to wait until everyone

has made his or her individual postings to engage in the discussion. Comments should be limited to 100 words or about 5 sentences. Due Sunday.

Each weekly forum discussion will be graded on a 10 point integer scale. You will receive a maximum of 7 points for your initial posting and a maximum of 3 points for subsequent discussion. To receive the full 10 points you will provide a significant initial posting per the weekly instructions and at least two significant follow-on comments that advances the discussion by providing new insight. We are looking for insightful and analytical comments, more than simply summarizing the reading for the week.

**The purpose of the discussion forums is to develop your thinking about business cases in healthcare management.**

2. Personal strategy paper

In this 2-to-4 page paper please address the following points:

In the first f2f session we asked the question, ‘What is your personal strategy and plan, i.e. mission, vision, values and goals?’ Using your answer to that question in week 2 as a baseline, reflect on how your personal mission and strategy has changed as a result of your learning in this course. Why did it change?

3. Healthcare strategy case analysis

During the term, you have expanded your ability to think and plan strategically, to identify and assess market opportunity using qualitative and quantitative data, to use a “systems” approach to critique the potential success of emergent strategies. In this 6-8 page paper, you will use these skills to evaluate a healthcare market strategy case developed by the faculty. We will provide you with relevant data, and ask you to draw on the assigned readings (and any other sources you chose to integrate) to support a platform for either engaging and implementing the opportunity or to make a thoughtful, well documented decision to move the organization in a different strategic direction. Your well-written and annotated paper is due at the end of the term.

**Attendance Requirements**

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the gradebook for details.

**Grading Policy**

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from Forum posts and participation, two problem analyses, and participation in the in-person class meetings. The point breakdown is as follows:

- 50% - Discussion forum
- 20% - Face-to-face session participation
- 10% - Personal strategy paper

## 20% - Strategy case analysis

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

<b>Copyright Information</b>	Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.
	To comply with the fair use fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.
<b>Syllabus Changes &amp; Retention</b>	This syllabus is not to be considered a contract between the student and the School of Medicine. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. <i>HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.</i>
<b>Student Access</b>	Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at <a href="mailto:studentaccess@ohsu.edu">studentaccess@ohsu.edu</a> to discuss your needs.  You can also find more information <a href="#">here</a> . Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.
<b>Inclement Weather Policy</b>	When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this <a href="#">website</a> for details. For more information specific to the Division, please visit our <a href="#">website</a> .
<b>Academic Honesty</b>	Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online <a href="#">here</a> .  In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as <i>Turnitin</i> to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through <a href="#">OHSU's Teaching &amp; Learning Center</a> .
<b>Use of Sakai</b>	This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

***Hours:***

Sakai Help Desk  
Mon – Fri, 8 am – 10 pm  
weekends 12 pm – 5 pm

***Contact Information:***

(Local) 503-494-7074  
(Toll-free) 877-972-5249  
email [sakai@ohsu.edu](mailto:sakai@ohsu.edu)

Please remember, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.