MGT 553 W17/554 Spr17 Capstone

Winter and Spring 2017 Syllabus

Course Description

This five-credit course (2 credits in winter, 3 credits in spring) provides students with a real business development problem in healthcare to solve as a team over a two-term period. Student teams work as professional researchers and advisors to a corporate sponsor to study the problem and opportunities then develop recommendations that are summarized in a final report and presentation to the sponsor. Students apply and integrate concepts learned in the M.S. program.

Credit Hours

2 credits in winter term (pass/no-pass), 3 credits in spring term (graded)

Faculty Information

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For a timely, brief question you are welcome to connect with the faculty by e-mail. For an extended conversation please e-mail us or connect with us in class for a specific time. The 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.

General Course Meeting Information

Winter term starts on Monday, January 9, 2017, and continues through Friday, March 24, 2017. Spring term starts on April 3, 2017 and continues through Friday, June 23, 2017.
Two face-to-face (F2F) sessions will be held in winter term:
- Friday, January 13, 4:00 - 9:00 p.m.
- Friday, March 10, 4:00 - 9:00 p.m.

and two in spring term:
- Friday, April 7, 4:00 - 9:00 p.m.
- Saturday, June 3, 8:30 a.m. to noon

Assignments are due at 11:55 pm Pacific time on designated days.

Course Outcomes & Learning Objectives

Students should expect this class to require the same amount of time, **if not more**, than other M.S. courses with the same credit.

Other Expectations:
- A superior team work effort.
- Regular meetings with the sponsor and faculty advisor.

- Attendance at all face-to-face class sessions.
- All teams will produce a professional final report and give a presentation of results to the class and to the sponsor.

Learning Objectives
- Translate and apply your understanding of the complex healthcare system to address specific healthcare organizational, business, and quality issues faced by stakeholders in the healthcare system.
- Craft meaningful and actionable problem statements with strong consideration towards diverse stakeholders.
- Systematically gather and methodically analyze primary and secondary data most relevant to the situation.
- Thoughtfully design and rigorously evaluate potential solutions.
- Propose solutions that address the needs of diverse stakeholders and are sensitive to contextual factors.
- Exhibit awareness of one's strengths and weaknesses in professional environments.
- Demonstrate the ability to manage one's behavior appropriately in professional settings.
- Demonstrate an awareness of the perspectives of others in professional settings.
- Demonstrate the ability to create positive, productive relationships in professional settings.
- Demonstrate a thorough consideration of context, purpose and audience in communication.
- Demonstrate evidence of empathetic listening throughout the communication.
- Present a central message in a clear, concise and convincing manner.
- Skillfully articulate complex information in a manner that allows the message to be understood by non-healthcare stakeholders.

Each student team is responsible for initiating and maintaining a close working relationship with the faculty advisor for the duration of the project. The faculty advisor will be responsible for evaluating and assigning the final grades for the project and then determining individual grades based on the level of contribution of each team member.

Each team will have a **team communicator**. The communicator is the primary communicator between the team, sponsor and advisor. The team communicator also serves as a *general* contact with the faculty advisor, for scheduling and other administrative type of issues such as setting meetings, discussions, etc., or sending drafts of reports. The communicator is responsible for disseminating all information from the sponsor and advisor to the rest of the team.

Teams must provide regular project progress to both the sponsor and the faculty advisor.

Attendance Requirements   Attendance at the face-to-face sessions is required as is participation in sponsor and faculty advisor meetings. 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%

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 will be based on individual work and team work. Student members of each team will be asked periodically to evaluate the project and the contribution of each member of the team, including their own. The final grade will incorporate the grade of each deliverable as well as the interim assessments.

Grading criteria will reflect the quality and approach displayed by the team in the following areas:
- Start-up and organization
- Communication
- Critical thinking and analysis
- Primary and secondary research
- Opportunity assessment
- Market analysis
- Business model assessment
- Business strategy plan
- Presentation

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

Forums   Forums will be created for each team and be visible only by that team and their faculty advisor. The forums should be used for discussion of key issues, particularly when input from the faculty advisor is sought. Teams can use other forms of communication such as email, Zoom, text messaging and voice calls, but should be aware that the faculty advisor might not be able to contribute as readily with forms of communication outside of the Sakai forum.

Submissions   Periodic reports will be posted through the Submissions Tool in Sakai.

Project Best Practices   The following are characteristics of successful projects.
- Determine regular times to meet, in person or by phone.
- Discuss and agree on each team member's commitments and issues.
- Establish a good working relationship with the project sponsor.
- Establish a good working relationship with the faculty advisor.

- Determine project scope and deliverables early in the project.
- Set communication and meeting expectations with the sponsor and advisor.
- Always set a meeting agenda and distribute the agenda to the team, project sponsor and faculty advisor a few days prior to the meeting.
- Always take meeting minutes and include a section with next actions, noting Who is responsible, What will be done, and When it is due.
- Use the advisor and other faculty to assist and review materials and ideas during the project.
- Finish work with enough time to review and revise.
- Provide a professional report and presentation.

Confidentiality and Conflict of Interest:

A project will often require access to information that is considered proprietary by the sponsor, requiring teams to maintain confidentiality of the materials. All students and faculty members will be required to sign confidentiality agreements as part of the project. This may include a covenant not to compete with the sponsor. Students with jobs or other business interests in the sponsor's industry must take special care to avoid any possible conflicts of interest. Team members should not abuse their special position as students in order to obtain information from the sponsor's competitors that would not normally be given to the sponsor directly. Any information of this type must be withheld from the sponsor or altered in a way that will prevent unfair loss of competitive advantage to the source.

Teams must only use OHSU email, which is encrypted, to protect the materials provided to them by the project sponsors. Teams must also use the secure cloud storage solution, Box, provided by OHSU. No materials will be archived or transmitted on personal storage locations or email servers.

Copyright Information

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.

Syllabus Changes & Retention

This syllabus is not to be considered a contract between the student and the Division of Management. 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. **PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.**

Student Access

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 studentaccess@ohsu.edu to discuss your needs.

You can also find more information here. 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.

Commitment to Equity and Inclusion

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin or ancestry, veteran or military status, sex, marital status, pregnancy or parenting status, sexual orientation, gender identity, disability or any other protected status please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu. Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator** at 503-494-0258 or titleix@ohsu.edu.

Inclement Weather Policy

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. See this website for details. For more information specific to the Division, please visit our website.

Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

To uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through OHSU's Teaching & Learning Center.

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their web-based form, or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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