

# Course Syllabus

## MGMT 564 Business Strategies in Healthcare

### General Information

Term: Summer Credits: 4.0  
Delivery: Blended, F2F + online collaborative learning

### Purpose

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.

### Learning Objectives to be addressed in this course

1. Analyzing and critiquing strategies of healthcare organizations
2. Developing an enhancing strategic thinking skills and capabilities
3. Evaluating and applying strategy frameworks
4. Creating plans for leading, communicating and executing strategy

### Course Directors

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### Office hours

For a timely, brief question you are welcome to connect with Ron Sakaguchi or Steve Kinder by e-mail. For an extended conversation please e-mail us or connect with us in class as to a specific time. A weekly online office hour can be arranged if a majority of the class finds it to be useful.

### Online hours

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.

### Logistics

Two face-to-face (F2F) sessions will be held, one in the first week (Friday, July 13, 4 PM to 9 PM) and the second in the 7th week (Friday, August 24, 4PM to 9PM). Attendance at F2F sessions is required.

Weekly modules will begin on Monday of each week. Assignments are due at 11:55 pm Pacific time on designated days.

## Disabilities

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning disability, hearing, vision, psychological) which may need a reasonable accommodation please contact Sue Orchard, Coordinator for Student Access, at (503) 494-0082 or email at [orchards@ohsu.edu](mailto:orchards@ohsu.edu) to discuss your needs. You can also find more information at <http://www.ohsu.edu/academic/acad/osahome.html>. 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.

## Academic Integrity

Students are expected to adhere to OHSU's academic integrity policy, which can be found at: <http://www.ohsu.edu/ohsuedu/academic/som/graduate/upload/Student-handbook-2008-updated-9-08.pdf>

## Learning Resources

Weekly reading assignments from the popular press, health care and business literature.

## Class Deliverables

### 1. Discussion Forums

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.

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. To assist in your forum discussions we would like each of you to keep a personal journal in which you will reflect on the week's material. 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 in your journal 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 5 point integer scale. You will receive a maximum of 3 points for your initial posting and a maximum of two points for subsequent discussion. To receive the full 5-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 and not ones that simply summarize the reading for the week.

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

## 2. Final Reflection Paper

In this three-paragraph paper please address the following points:

- In the first f2f session we asked the question, 'Why have you chosen healthcare as a profession and why are you in this program?' Using your answer to that question in week 1 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?
  - How has the alignment of your personal mission and strategy, and that of your organization changed?
  - Create a plan with next steps to further develop your skills as a strategic thinker in your workplace.
- An outstanding reflection paper will include thoughtful analysis and personal insight into your learning and how it has affected your role as a leader in your workplace.

## Grading

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-66%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

The point breakdown is as follows:

- 50% - Discussion forum
- 25% - Face-to-face session participation
- 25% - Individual reflection report

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 [ISIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375.