

# MGT 564 Business Planning & Strategy in Healthcare

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## Summer 2017 Syllabus

**Course Description** 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.

**Credit Hours** 4.0

**Faculty Information** Eric Schulz  
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Kate Othus  
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### Office hours

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 to schedule 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.

**General Course Meeting Information** This course meets online Monday, June 26 – Friday, August 4, 2017.  
We will meet in person twice:

Friday, July 7	Friday, July 28
4:00 – 9:00pm	4:00 – 9:00pm
CDRC 3200	CDRC 3200

**Attendance at F2F sessions is required.**

The remainder of the coursework is offered online through Sakai. Weekly modules will begin on Monday of each week. Assignments are due at 11:55 pm Pacific time on designated days.

**Required Texts**     **Text**

Zuckerman, Alan M. (2012) *Healthcare Strategic Planning*, Third Edition. Health Administration Press. ISBN 13: 978-1-56793-434-2. MSRP \$85.00 (prices vary by retailer).

**Articles & Cases**

The following articles are from the Harvard Business Review (HBR), and will be made available to purchase through the Harvard Business Education website. Approximate cost: \$25.00. For those with access to an online HBR subscription, you can access these articles electronically. Otherwise, they are available for purchase at this link:

<http://cb.hbsp.harvard.edu/cbmp/access/64169725>

- Reeves, M. (Sep 2012). *Your Strategy Needs a Strategy*
- Gavetti, G., Rivkin, J.W. (Apr 2005). *How Strategists Really Think: Tapping the Power of Analogy*
- Kaplan, R. (Jul/Aug 2007). *Using the Balanced Scorecard as a Strategic Management Tool*
- Kaplan, R. (Jan 2008). *Mastering the Management System*
- Schoemaker, P.J.H., Krupp, S., Howland, S. (Jan/Feb 2013). *Strategic Leadership: The Essential Skills*

Additional readings will be supplied in Sakai.

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

**Course  
Outcomes &  
Assessment****Discussion Forums – 40% of Final Course Grade**

The purpose of the forums in the Sakai Collaborative Learning Environment is to deepen your learning by applying what you read and view to the prompts provided by your instructors. The forums will also be used to assess your level of understanding of the topics presented in the text, readings, and videos for the week.

To facilitate meaningful discussion and engage a team dynamic, you have been assigned to a team for the duration of the course. Please read the Forum discussion question for the week and post your responses to your team thread. We encourage you to read the other teams' conversations. All Sakai postings must be in clear, concise, professional business language. The forums will proceed in the following general order:

- Each discussion will start with a prompt on Monday morning. Look for these as an announcement and in your team's forum. We advise you to read the forum prompt prior to reading the text and articles for the week as this will help focus your reading.
- Your instructors will check in on the forums frequently and add to the discussion to encourage deeper thought or get things back on course.
- Your instructors will then add a second prompt in the latter part of the week to add to the discussion. Look for these in an announcement and in your team's discussion.

- We truly value your participation in these forums. They are 40% of your grade and the quality of your participation will determine your grade. Don't just post a "drive-by" post. Put some thought into your responses and really help further the discussion.

We will be accessing the timeliness and quality of your posts, the types of questions that you ask in the forums, how you answer other team members' questions, and how you further the conversation in the forums using the following rubric.

A total of **10 points** can be awarded each week using the following rubric:

Did the student participate on time with quality responses that indicate an understanding of the week's text, readings, and videos and the ability to apply them to their own organizational or personal situation?

**All Sakai postings must be in clear, concise, professional business language.**

- 2 points for the quality and timeliness of your response to the initial prompt - **Due by 11:55 pm Wednesday**
- 2 points for the quality and timeliness of your response to the second prompt. **Due by 11:55 pm on Sunday**
- 6 points for furthering the group's discussion within the forum  
How well did you further the discussion in your team's forum? Did you ask and answer questions that furthered everyone's learning? Did you bring new information into the forum? Did you apply this week's topic to your own organization or situation?
- 1 extra point will be awarded to the **one team** that **best explored** the topic at hand.

### **Professional Strategy Paper #1 – 20% of Final Course Grade**

In this 3-4 page paper, you are asked to develop a strategy to address something professional. This should be work/career related but should advance YOU professionally. Using what you have learned from the text, readings, videos, and forum discussions please address the following:

- What do you want to be different? In other words, what in your career/job/organization do you professionally intend to put a strategic framework against? It can be nearly anything as long as it matters to you, advances you professionally and requires a strategy for you accomplish it. Whatever you choose, you must be able to work with it publicly in class and it must be comprehensive enough to get you all the way through the term.
- What is the current environment that you find yourself existing in and how does that environment effect your ability to make this change? Is there history? What about barriers? Are there synergies that will push you forward? Most importantly, what methods did you use to assess the environment? A SWOT is the minimal assessment and a SWOT alone will not earn you a maximum grade.
- Create a Vision, Mission, and a Values Statement surrounding this intention. Ensure that the reader can tell from these items what you intend to do, how you intend to do it, and what constraints you will put around your efforts.
- End with goals, strategic initiatives, and objectives. Get specific and be bold.
- A Grading Rubric will be provided to students at the first Face to Face Class Meeting.

- Your well-written and annotated paper is due on **Sunday, July 16, 2017**

### **Professional Strategy Paper #2 – 20% of Final Course Grade**

In this 3-4 page paper please pick up where you left off in the first Professional Strategy Paper. Using what you have learned from the text, readings, videos, and forum discussions please address the following:

- How will you implement your strategy? What stakeholders need to buy in? What resources do you need? How will you communicate your strategy?
- How will you measure more success? What are the Key Performance Indicators that will tell you if you are being successful? Build a Balanced Score Card or other measuring device for your strategy.
- How will you update those who you are holding yourself responsible to?
- How has your thinking changed about your strategy since you started this course? Have you changed the thinking of those around you?
- A Grading Rubric will be provided to students at the second Face to Face Class Meeting
- Your well-written and annotated paper is due on **Sunday, August 6, 2017**

### **Face to Face Class Meeting Participation – 20% of Final Course Grade**

You are expected to attend and participate in 2 Face to Face Class Meetings that will augment your online learning with workshops, speakers, and discussion. These class meetings are four hours each and will take place on July 7<sup>th</sup> and July 28<sup>th</sup> on the OHSU Campus. Attendance is mandatory and active participation is expected.

Excused Absences - Absences from the Face to Face Class Meetings can be pre-arranged for medical or critical family/business reasons only. Please contact the instructors within the first week of class. If you will be absent from a Face to Face Class Meeting due to an emergent matters, contact the instructors by email as soon as you realize you will not be able to attend.

Students who receive an excused absence will be provided with a make-up assignment to earn the participation points for that Face to Face Class Meeting.

Unexcused Absences – Absence from the Face to Face Class Meeting for vacation, weddings, concerts, etc. will be considered unexcused absences and will result in the student receiving 0 participation points for that Face to Face Class Meeting.

Participation in the Face to Face Class Meetings will be individually assessed on a 10 point scale using the following rubric

Workshops – 3 points possible

- 3 points – Actively participated in the workshop by asking clarifying questions, completing necessary work, and leading group discussion
- 2 points – Participated in the workshop by asking questions and completing necessary

work

- 1 point – Participated in the workshop only by completing necessary work
- 0 points – Did not participate in the workshop

Guest Speakers – 3 points possible

- 3 points – Actively listened to the speaker, asked clarifying questions, and related the speakers topic to the class during discussion with the speaker
- 2 points – Actively listened to the speaker and asked questions
- 1 point – Listened to the speaker only
- 0 points – Did not listen to the speaker

Class Discussion – 4 points

- 4 points – Clearly led the discussion through active questioning and listening. Related the discussion to topics within the reading, text, videos, forums, and their own organization or personal life.
- 3 points – Participated in the discussion through active questioning and listening. Related the discussion to topics within their organization or personal life.
- 2 points – Participated in the discussion through active questioning and listening.
- 1 point – Participated in the discussion through listening only
- 0 points – Did not participate in the discussion

**Alignment with Program Learning Goals and Objectives**

This course is a foundation course in the MS curriculum and while this course contains aspects of all of the program’s learning goals, it focuses on the following:

**LG2: Strategic Decisions**

- **LO1:** Identify and define problems with consideration of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

**LG4: Communication, Audience Engagement**

- **LO1:** Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.
- **LO2:** Present a central message that is clear, concise and convincing.
- **LO3:** Skillfully present complex information that is readily understood by a broad range of stakeholders.

**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 face-to-face classes. The point breakdown is as follows:

- 40% - Discussion Forums (10% each of four weeks)

- 20% - Personal Strategy Paper #1
- 20% - Personal Strategy Paper #2
- 20% - Face-to-Face Class Meeting Participation (10% for each of two Face to Face Class Meetings)

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 September 22. Students will find official grades posted in [SIS](#) no later than Friday, September 29. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

**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 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 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. *HOWEVER 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](mailto: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](mailto: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](mailto: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](mailto:sakai@ohsu.edu), or by phone at 1-877-972-5249.

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