

**HCA 541: Strategic Management and Marketing of Health Services
Online Course Syllabus Spring Semester 2012
Graduate Program in Health Care Administration
College of Health and Human Services
Western Kentucky University**

I. Instructor Information

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II. Course Description

This three-credit graduate level online course investigates the strategic management within varied health services organizations. This course will address issue assessment in the health care environment, service area competitor analysis, and internal organizational analysis. It focuses on the organizational strategic planning processes, including principles and methods of strategic assessment, strategy formulation, evaluation, implementation and control, as well as the role and function of marketing strategy as part of the strategic implementation process. Students will analyze and apply principles and methods of effective strategic planning, implementation and evaluation in health care organizations.

III. Course Objectives

- Acquire an understanding of concepts and applications of strategic management and marketing principles applied to varied health care organizations.
- Implement the fundamental tasks involved in the development and revision of an organizational strategic plan including the environmental

- and situational analysis, determination of organizational strategic direction, formulation of specific organizational strategies, development of action plans necessary for strategy implementation, and evaluation.
- Analyze and determine the impact that health policy has on the health care organization's strategic planning and management process.
 - Understand the roles of administrative staff in the development, implementation, evaluation and revision of the organizational strategic plan.

IV. Required Textbook

Strategic Management of Health Care Organizations. **Sixth Edition.** Wiley-Blackwell. by Swayne, L. E., Duncan, W. J, and Ginter, P. M. (2008)

V. Course Pre-requisites

Formal admission into the Healthcare Administration Program or the consent of program coordinator.

VI. Meeting with Instructor

This is an online course. Students may contact the instructor via the online tools. However, if it is convenient to students, students are encouraged to schedule meetings with the instructor anytime during the semester to ask questions and review course material.

VI. Course Requirements

The textbook is the basis for this online course. Students need to get the required textbook as early as possible. This classic strategic management text provides a framework which integrates some of the most important concepts in modern management with many real cases from the health services field.

Students are expected to maintain high degrees of professionalism, commitment to active learning and participation in this online course. Students are expected to participate in all required online activities as listed on the course schedule. Students need to visit the course site on the Blackboard at least every other day to read announcements, check the course schedule, and read/post discussion

board messages. Overlooking the provided information is not an excuse for not knowing that information. Students are responsible for keeping up with and adhering to the due dates and other instructions.

All the assignments for this course will be submitted electronically through the Blackboard unless otherwise instructed. Assignments must be submitted by the given deadline or special permission must be requested from instructor before the due date. Students are expected to complete each assignment well before its deadline. Extensions will not be given except under extreme circumstances. The penalty for late submission is 10% for one day late and 20% for two day late. No submission will be accepted after one week.

The maintenance of academic integrity is of fundamental importance to WKU. Thus it should be clearly understood that acts of plagiarism or any other form of cheating will not be tolerated and that anyone committing such acts risks punishment of a serious nature. Violations of the student code of conduct will result in an F being assigned for this course.

Readings

Needless to say, to read text chapters for each module is very necessary. To help understand each chapter well, the study guides will be provided in Content section of the Blackboard at the beginning of each module. Students also need to read each assigned case to conduct case analysis.

Discussion Board

The course will create 7 forums for the 7 modules during the semester. Participation in discussions is required and graded. The purpose of the discussions is to stimulate study and discussion of the reading assignments and case questions. Students are expected to offer comments, questions, and replies to the discussion question that have been posed for each module as well as to classmate postings. Please participate fully in discussions. Full participation means that students participate in the discussions in at least two distinct days of a week and make substantial contributions over the course of the semester.

Different thoughts, opinions, advice are welcome in the discussions. As each student will find, building rapport and effective relationships are key to becoming an effective health care manager. Many health care management issues are controversial. Students should be respectful of each other. Use of inappropriate

language that is insulting or offensive will not be permitted. It is a requirement for this course that students use appropriate professional etiquette when using discussion board and email.

The faculty role is as an observer and facilitator. Postings will be evaluated on the quality of the postings and the degree that the postings promote discussion with classmates. Posting fully addresses the forum questions and stimulates substantial follow-up postings will get higher score. Discussion Board participation will account for 21% of the final score. Each of the 7 forums will account for 3% of the final score.

Homework

The course has 7 homework assignments for the 7 modules. Homework may include answering questions after reading text chapters, cases, papers, or watching videos. Answers in the homework should demonstrate that the student has read carefully and critically in the relevant field. Answers should be thoroughly supported by evidence, examples, observations, and appropriate citations. Answers should be clear, coherent, error free (spelling, grammar, typographical errors).

Homework should be completed in MS Word and submitted via the Assignments tool in Blackboard. All submitted file should be 12-pt font double-spaced, and 1 inch margins all around.

Written Case Analyses

Each student will prepare written analyses of 6 cases in the textbook. Each written case analysis will account for 3% of the final score. As a suggested guide to conducting such strategic analyses, you should read Appendix A in the text entitled “Analyzing Strategic Health Care Cases” on pages 393 – 404. In writing your case analysis, you may use an outline format with “expanded bullet points” as long as your ideas, statements, and recommendations are expressed fully. Students are encouraged to do outside research (such as to visit websites) as needed to investigate contextual factors related to the case. Students are encouraged to be creative.

Each written case analysis should be two-page long and completed in MS Word.

All submitted file on the Blackboard should be 12-pt font double-spaced, and 1 inch margins all around.

Some cases study questions may be used in multiple modules and may be used in the Discussion Board.

Exams

There will be two mid-term exams and one final exam. Each exam accounts for 10% of the final score. Students must have a mastery of prior material because the different components in healthcare management build upon each other. The final exam is comprehensive.

The exams will be available on March 1, April 5, and May 7 respectively. You will use the Blackboard to take the online exam. Just go to Tests & Quizzes section of the course site, find the exams in the folder. For your convenience, the time allotted to each exam is one day (12:00AM-12:00PM), but students might need only several hours to finish the exam. These are open-book exams, and students may use any resource, including, but not limited to, textbook, notes, or the Internet. However, students are Required to finish the exams independently.

Strategic Plan

Each student will be asked to develop and write a strategic plan for a healthcare organization of his or her choice. The strategic plan is due on May 3. For more information, please refer to “Requirements and Evaluation of Strategic Plan” in the Blackboard.

VII. Basis for Evaluation

Discussion Board Posts: 21% (3% * 7 forums)

Homework: 21% (3% * 7 homework)

Written Case Analysis: 18% (3% * 6 Written Case Analyses)

Mid Exam I: 10%
Mid Exam II: 10%
Final Exam: 10%
Strategic Plan: 10%
Total: 100%

Final Grade Scale

A 90-100%
B 80-89%
C 70-79%
D 60-69%
F 0-59%

The instructor reserves the right to alter the grading scale based on class performance.

VIII. Disability Policy

In compliance with university policy, students with disabilities who require accommodations for this course (academic adjustments and/or auxiliary aids or services) must contact the: Office for Student Disability in Downing University Center A-200. The phone number is 745-5004; TTY is 745-3030. Per university policy, please DO NOT request accommodations directly from the professor or instructor without a letter of accommodation from the OFSDS.

IX. Course Schedule

Spring 2012 HCA541 Course Schedule

| Module | Dates | Readings | Discussion Board | Homework (Due Date) | Case Analysis (Due Date) | Exam |
|----------|-----------|------------------------|------------------|---------------------|--------------------------|--------------|
| Module 1 | 1/23-2/5 | Chapter 1. Case 14 | Forum 1 | 2/5 | 2/5 | |
| Module 2 | 2/6-2/19 | Chapter 2. Case 3 | Forum 2 | 2/19 | 2/19 | |
| Module 3 | 2/20-3/4 | Chapter 3 & 4. Case 19 | Forum 3 | 3/4 | 3/4 | Mid1 on 3/1 |
| | 3/5-3/11 | Spring Break | | | | |
| Module 4 | 3/12-3/25 | Chapter 5. Case 16 | Forum 4 | 3/25 | 3/25 | |
| Module 5 | 3/26-4/8 | Chapter 6 & 7. Case 4 | Forum 5 | 4/8 | 4/8 | Mid2 on 4/5 |
| Module 6 | 4/9-4/22 | Chapter 8 & 9. Case 13 | Forum 6 | 4/22 | 4/22 | |
| Module 7 | 4/23-5/6 | Chapter 10. | Forum 7 | 5/6 | n/a | Final on 5/7 |

More instructions for each module will be distributed before the beginning of each module. The instructor reserves the right to make changes to this syllabus as necessary to meet student needs and objectives of the course. Students will be notified of any changes.