

Xavier University

Exhibit

Health Services Administration Syllabi Spring
2011

Health Services Administration Syllabi 2011

2011

519-03 Strategic Management and Marketing Strategy for Health Care Organizations

Karen Kent
kent@xavier.edu

Follow this and additional works at: [https://www.exhibit.xavier.edu/
health_services_administration_syllabi_spring_2011](https://www.exhibit.xavier.edu/health_services_administration_syllabi_spring_2011)

Recommended Citation

Kent, Karen, "519-03 Strategic Management and Marketing Strategy for Health Care Organizations" (2011). *Health Services Administration Syllabi Spring 2011*. 9.
https://www.exhibit.xavier.edu/health_services_administration_syllabi_spring_2011/9

This Restricted-Access Syllabus is brought to you for free and open access by the Health Services Administration Syllabi 2011 at Exhibit. It has been accepted for inclusion in Health Services Administration Syllabi Spring 2011 by an authorized administrator of Exhibit. For more information, please contact exhibit@xavier.edu.

HESA 519, Strategic Management and Marketing Strategy for Health Care Organizations, Section 03, Evening Class

**Graduate Program in Health Services Administration
College of Social Sciences, Health, and Education
Xavier University, Spring 2011**

Three Graduate Credit Hours

Days, Times Classrooms:

Thursday 6:30 PM–9:00 PM Lindner Family Physics Building 101
Friday 8:45 AM-11:00 AM Hailstones 100x
Friday 12:30 – 3:00 PM Smith 346

Faculty: Karen E. Kent, M.S.

Office: Room 411 Schott Building

Office Hours: Wednesday 11:00 AM – 12:15 PM and by appointment

Office Phone: 513.745.1912

E-mail: kent@xavier.edu, kejkent@aol.com

Course Description (from the Xavier University Catalog)

“Applies organizational and marketing theories to the understanding and management of the process by which leaders and their top management teams formulate organizational mission, assess external environments, and align internal resources in the implementation of organizational strategies weaknesses and threats.”

Domain/Competence Model for Graduate Health Services Administration Education

This course consists of discussion, analyses and lecture designed to flow from and strengthen the following domains and affiliated competencies: **Knowledge of the Healthcare Environment, Communications and Relationship Management, Professionalism and Ethics, Laws, Ethics and Professionalism, and Leadership. Although this course specifically trains the Domains in Business Skills and Knowledge, the other domains are supported through the knowledge gained in this course.**

Domains/Competencies

Domain I: Knowledge of the Healthcare Environment

1. Be able to describe and current issues and trends in the organization and delivery of healthcare (acute care, ambulatory care, medical practice, and ancillary services)
2. Identify and articulate government, regulatory, professional and accrediting agencies' roles in health care.

Domain II: Business Skills and Knowledge

1. Understand the principles of strategic management.
2. Understand how organizational dynamics and governance are important when making strategic and managerial decisions.
3. Be able to appropriately use strategic management tools and budgeting for short and long-term decision-making.

4. Be able to develop a healthcare marketing plan.
5. Be able to plan, develop, manage and financially evaluate projects.
6. Be able to apply strategic, economic, and financial principles to decision making in the healthcare environment.

Domain III: Communication and Relationship Management

1. Be able to manage interpersonal communications by building collaborative relationships.
2. Be able to write in an effective, concise business style.
3. Be able to present information using appropriate oral skills and technology.
4. Be able to work effectively in teams.

Domain IV: Law, Ethics and Professionalism

1. Be able to identify, articulate and apply values, principles, pertinent segments of codes of ethics to decision making.
2. Be able to integrate legal considerations with financial, ethical and policy issues that arise in the course of the provision of health care services.
3. Be able to analyze the conflict that occurs in discussion of social justice as it relates to health care resource distribution.
4. Demonstrate a willingness to contribute meaningfully to one's profession and to the community.
5. Demonstrate the ability to be a lifelong learner.
6. Demonstrate effective time management skills.

Domain V: Leadership

1. Be able to manage yourself and lead others.
2. Be able to plan for and implement change.
3. Be able to honestly assess one's strengths and weaknesses.
4. Understand and be able to apply systems thinking.
5. Be able to define the problem and look for opportunities.

Course Objectives

At the end of the course the student should have:

1. Gained advanced factual knowledge of strategic management and marketing
2. Learned the principles and theories of strategic management
3. Learned the principles and theories to develop a health care marketing plan
4. Developed the professional skills and view points necessary for managers
5. Learned the management discipline's method for gaining new knowledge
6. Learned to do critical thinking and problem solving with respect to strategic management and marketing.
7. Prepared for further program requirements, including the program's capstone course which will integrate the concepts and skills associated with managerial problem solving in the health sector

To demonstrate achievement of these objectives, the student must be able to demonstrate the following skills:

- Research and compose a comprehensive internal and external environmental analysis, competitive analysis, marketing research study and marketing plan
- Use Porter's Five Forces Model of competition and apply it to health care organizations.

- Appropriately analyze case studies utilizing Strengths, Weaknesses Opportunities, Threats (SWOT) methods.
- Participate effectively in a strategic management team.

Course Requirements and Methodology

Requirements

This course is a core course in GPHSA curriculum and, therefore, is a course that will provide theoretical and knowledge based competencies essential for success in the GPHSA program. Specific skills gained in this course will also provide a foundation for success in this program and in professional settings.

This course will use a multifaceted approach, which challenges the student to take an active role in their learning. To that end, a variety of lectures, case studies, discussions, group and individual projects will be used.

During the second class, Philanthropy teams will be formed. These teams will serve two purposes: 1) to give the participants first hand experience in team/group development and performance and 2) to enhance the efficiency and effectiveness of the learning experience.

Students are expected to faithfully keep up with all assigned readings and come to class prepared to participate. **Please bring the readings/cases to each class.** Students are required to check the Blackboard Web Site that accompanies this class and to check Email frequently for updates. The instructor reserves the right to change or modify the course syllabus at her discretion.

Methodology

Class attendance and participation

This course will use a multifaceted approach, which challenges the student to take an active role in their learning. To that end, a variety of lectures, case studies, discussions, industry guest lectures, group and individual projects will be used. **Students are expected to faithfully keep up with all assigned readings and come to class prepared to participate.** Students are expected to attend every class section. If you are unable to come to class, you must notify the instructor prior to the session via Email or phone message, otherwise it will be counted as an unexcused absence. **Work submitted after the due date will be reduced by five points (one letter grade).**

Evaluation/Major Assignments: The goals of these evaluation techniques will be have the student demonstrate their knowledge and skills as defined by the Key Domains for this course. In particular, we require the students to be able to demonstrate the following skills that supports learning: Effective written, oral communications and presentation skills; the ability to reflect meaningfully on readings and scholarly journals; preparation and delivery of business communication including presentations and business reports; cooperative relationships and effective information exchanges with peers; finally,

thorough research techniques, with the intent to encourage life long learning, seeking information from a variety of sources to stay current with industry trends.

Evaluation/Major Assignments

- **Strategic Management Exam –(20% of final grade)**

- **Individual Case Assignments and Case Discussion:** Written analysis of assigned cases **(20% of final grade)**

- **Mid-term Project (25% of final grade)** – Students will be evaluated with a comprehensive Mid-term project. You will select an organization and conduct an environmental analysis and competitive service analysis for your organization. The elements for the project will be as follows:
 - **Specify the Service Category**
 - **Delineate the Service Area**
 - **Geographic**
 - **Economic**
 - **Demographic**
 - **Lifestyle issues**
 - **Health Status**
 - **Porters Analysis (Service Area Structure Analysis)**
 - **Competitor Analysis**
 - **Service Category Critical Success Factors**
 - **Synthesis**

You should consider selecting an organization that may be a potential residency or employment site.

- **Group Case #3 (Final) Combined Project with Corporate Finance (25% of final grade)** The day class (both sections) will have a third case study which will be done in combination with the Corporate Finance Course. Our Department has been accepted in to the XU philanthropy program. This is a special opportunity for our department to take advantage of awarding a \$4,000 grant to a health care organization of your choice. Students will be assigned a healthcare/social needs category by the faculty and the students will propose an organization that will benefit from this grant opportunity. Groups will complete a grant proposal on behalf of the organization and present this proposal to the evening section of Strategic Management and Marketing. This group will serve as the “grant review organization” and will determine which group(s) will receive the award. This is a competitive grant review process. Students will be expected to attend a special session with the evening section of Corporate Finance to present their grand proposals. Also, the class will attend the awards ceremony held late in the semester. Classes from the entire University are participating in this program. You will have the opportunity to meet the donor, as well as the leadership of Xavier University. We will notify you of the dates of ceremony as soon as it is scheduled. Please be prepared to attend the ceremony.

- **Quizzes/Assignments (10% of final grade):** Short projects and assignments will be due throughout the semester. In addition, three announced quizzes will be given. Also, your case executive summaries count towards this component of your grade.

Evaluation:

Exam (Case Study)	20%
Individual Case Analysis/Case Discussion Participation	20%
Mid-Term Project	25%
Final Project/(Finance)	25%
Assignments/Quiz grades	10%

Grading Scale: This is the official scale of the Department

A: 94+	B+: 86-89	C+: 75-79
A-: 90-93	B: 82-85	C: 70-74
B-: 80-81	F: <69	

Department’s description of the letter grades is presented here:

- A- Or above represents academic performance that is exceptional or significantly above expectations.
- B or above represents academic performance that meets or is somewhat above expectations.
- B- or lower represents academic performance that is somewhat to significantly lower than expectations

Required Texts

Ginter, P.M., Swayne. L.M. and Duncan, W.J. (2009). *Strategic Management of Health Care Organizations*, Sixth Edition. Maldon, MA. Blackwell Publishers, Inc.

Electronic Reserves that are also required

Berkowitz. E.N. (2004). *Essentials of Health Care Marketing*. Jones and Barlett Publishers. (On Electronic reserves)

Hillestad, S.G. & Berkowitz, E.N. (2004) *Health Care Market Strategy: From Planning to Action*. Jones and Barlett Publishers. (On Electronic Reserves)

Journals and Books:

Any assigned readings will be posted in the Blackboard under Course Documents/Readings. Please be sure to check this listing weekly for new updates.

Academic Honesty

Xavier University Catalog

The pursuit of truth demands high standards of personal honesty. Academic and professional life requires a trust based upon integrity of the written and spoken word. Accordingly, violations of certain standards of ethical behavior will not be tolerated at Xavier University. These include theft, cheating, plagiarism, unauthorized assistance in assignments and tests, unauthorized copying of computer software, the falsification of results and material submitted in reports or admission documents, and the falsification of any academic record including letters of recommendation. All work submitted for academic evaluation must be the student's own. Certainly, the activities of other scholars will influence all students. However, the direct and unattributed use of another's efforts is prohibited as is the use of any work untruthfully submitted as one's own. Penalties for violations of this policy may include one or more of the following: a zero for that assignment or test, an "F" in the course, and expulsion from the University. The dean of the college in which the student is enrolled is to be informed in writing of all such incidents, though the teacher has full authority to assign the grade for the assignment, test, or course. If disputes of interpretation arise, the student, faculty member, and chair should attempt to resolve the difficulty. If this is unsatisfactory, the dean will rule in the matter. As a final appeal, the academic vice president will call a committee of tenured faculty for the purpose of making a final determination.

Faculty Note

In addition to the above (taken directly from the University Catalog), please be aware that cutting and pasting from the Internet without attribution is unacceptable. If you use more than three words written by someone else, those words should be enclosed in quotation marks and appropriately noted.

This syllabus and course outline are subject to change due to unforeseen circumstances.

HESA 519 Sections 03 Course Outline Spring 2011

NOTE: The readings listed for the class meetings below are to be prepared PRIOR to the class in which they are listed; i.e., students are responsible to have read and prepared questions based on those readings for that class.

Class #1 Date: January 13

Topic: Course Overview / Nature and Logic of Strategic Management and Marketing/Directional Strategies

Objectives: At the end of the class, students should be able to:

1. Understand the overall course objectives, structure and assignments.
2. Understand the requirement to acquire and stay current with the professional body of knowledge regarding healthcare leadership issues
3. Understand the nature and activities of strategic management, both formal and informal.
4. Have an introduction of how strategic management is applied at various levels within the organization.
5. Understand how strategic management techniques are rooted in systems thinking.
6. Identify directional strategies and their importance to the organization
7. Understand the progression of directional strategies to the rest of the strategic planning process.

Readings: Chapter 1/Chapter 5

Assignment: Bring Mission/Vision statements from favorite organizations for class on January 20; Conduct Mission/Vision Analysis due on January 27.

Class #2 Dates: January 20

Topic: Philanthropy Project/Mission Statement Discussion

Objectives: At the end of the class, students should be able to:

1. Understand the requirements of this special project and begin to explore local not for profit agencies that serve a special need in the community.
2. Understand the impact of funding and development for not –for-profits in the Cincinnati community.

Guest speaker: Tom Ruthemeyer

**Reading: “Building Your Company’s Vision” HBR; on Blackboard
Please bring Mission/Vision Statements to class.**

Class #3 **Dates: January 27**

Topic: **The External Environment**

- Objectives** At the end of this class, students should be able to:
1. Develop techniques for writing mission and vision statements.
 2. Understand the leader's role in effectively soliciting and using input to develop the directional strategies
 3. Understand how the general and health care industry environments impact all healthcare organizations.
 4. Identify a comprehensive description of external stakeholders; develop a stakeholder analysis.
 5. Develop techniques to classify and organize general and health care industry issues.
 6. Appreciate the benefits/limitations of environmental analysis.
 7. Identify the steps in environmental analysis: scanning, monitoring, forecasting, evaluation.
 8. Develop a Trends/Issues plot.

Readings: Chapters 2 & 3 (Ginter)
 "The New Dynamics of Planning" Healthcare Advisory Board (on Blackboard)

Assignment Due: Mission/Vision Analysis

Class #4: **Date: February 3**

Topic: **The Competitive Analysis**

- Objectives:** At the end of this class students should be able to:
1. Understand competitive analysis as third element of environmental analysis.
 2. Define competitor information as offensive and defensive information.
 3. Utilize competitor information in development of definition of a service area category for analysis.
 4. Conduct a Porter's Five Force Analysis.
 5. Develop a comprehensive competitor analysis.

Readings: Chapter 3 (Ginter)

Class #5 Date: February 10

Topic: The Internal Environment: Crafting a Strategy

Objectives: At the end of this class, students should be able to:

1. Understand the concept of competitive advantage
2. Develop a value chain analysis
3. Identify strengths and weaknesses of competitive advantages.
4. Learn about SWOT as a basic level of review.
5. Cases: meet knowledge and skill domains from quantitative methods, organizational dynamics and communication domains.

Readings: Chapter 4 (Ginter)

“An Attempt to Forecast Hospital Market Share Using Admission Data”
Journal of Healthcare Management

Class #6 Date: February 17

Topic: Strategic Development and Implementation Issues

Guest Speaker: Dee Ellingwood, Senior Vice President of Business Development and Strategy, Cincinnati Children’s Hospital Medical Center

Objectives: At the end of this class, students should be able to:

1. Discuss the strategic planning process for a nationally recognized for profit organization.
2. Identify the shared decision making required to develop a strategic plan. Understand how social accountability and community stewardship impact managerial decisions. Identify the impact of governmental, regulatory, professional accreditation agencies on the organization. Recognize the ability of CCHMC to stimulate social accountability and commitment to personal and organizational development.

Quiz #1 (chapters 1,2,3,5) : T/F, Multiple Choice

Class #7 Date: February 24

Topic: Developing your Strategic Alternatives

Objectives: At the end of this class, students should be able to:

1. Identify a hierarchy of strategic alternatives as a strategic thinking map beginning with directional strategies.
2. Identify several strategy types (and the alternatives in each type), including adaptive, market entry, and competitive.
3. Understand the strategy formulation decision logic for presenting a sequence for making strategic decisions.
4. Understand impact on each strategic decision has on fit and consistency across the organization.
5. Cases: meet knowledge and skill domains from quantitative methods, organizational dynamics and communication domains.

Readings: Chapters 6 & 7 (Ginter)

Classes #8 **Date March 3**

Topics: Value Adding Service Delivery Strategies (Implementation of Strategy)

Objectives: At the end of this class, students should be able to:

1. Demonstrate how the directional, adaptive, market entry and positioning strategies are implemented through value adding service delivery.
2. Understand how organizational culture impacts the implementation of a value adding support structure.
3. Recognize that organizational structure impacts strategy success.
4. Demonstrate how the directional, adaptive, market entry and positioning strategies are implemented through value adding service delivery.
5. Understand how organizational culture impacts the implementation of a value adding support structure.
6. Recognize that organizational structure impacts strategy success.

Readings: Chapters 8, 9, 10 (Ginter)

March 10: No School, Spring Break

Class #9 **Date: March 17**

Topic: Understanding the Consumer

Objectives: At the end of this class, students should be able to:

1. Understand the process of consumer and industrial decision making
2. Recognize the internal and external factors that influence consumer decision making
3. Identify alternative strategies to affect consumer decision making
4. Recognize how marketing research provides value to understanding buyer decision making
5. Understand market segmentation strategies

Readings: Chapters 4-6 (Berkowitz)

MID-TERM PROJECTS DUE

Class #10 **Date: March 24**

Topic: The Marketing Mix (4 Ps: Price, Product, Place & Promotion)

- Objectives:** At the end of this class, students should be able to
1. Identify the strategy considerations over the product life cycle
 2. Know the strategic implications of alternative branding strategies
 3. Appreciate the many factors that affect pricing decisions
 4. Identify how marketing mix determines many decisions regarding advertising, etc.

Readings: Chapter 7-10 (Berkowitz)

Date: March 31: No Class, Instructor Out of Town

Mid Term Case Study

Class #11 Date: April 7

Presentation of Fundraising proposals to the evening section. This will serve as final project grade for the course.

Class #12 April 14

Topic: Marketing Research/Brand Development

- Objectives:** At the end of this class, students should be able to:
1. Understand the importance and impact of marketing research
 2. Identify the tools utilized in market research
 3. Recognize challenges of developing a communication plan and advertising campaign; from external to internal considerations
 4. Know the techniques for measuring the impact and quality of advertising campaigns as well as other means of communicating with the customers
 5. Recognize the elements of a successful branding initiative

Readings: Chapters 11-12 (Berkowitz)

Date: April 21 Easter Holiday—No Class

Class #14 Date: April 29

Topic: Integration of the Marketing Plan/Strategic Plan

- Objectives:** At the end of this class, students should be able to
1. Apply strategic thinking to decisions made in health care organizations
 2. Assess organizational “readiness to change”
 3. Analyze healthcare environments and identify the “root cause” of complex problems
 4. Demonstrate managerial solutions to healthcare business challenges
 5. Understand the advanced factual knowledge, principals and theories of strategic management and health care marketing.