HSAD 710: Advanced Strategic Management of Health Care Organizations

Course Semester: Fall 2017
Course Credits: 3 Credit Graduate Level Course
Course Location: Online

Instructor Contact Information:
Course Instructor: Dr. Jewel Goodman Shepherd
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Office Hours: Online by appointment, Live Office Hours TBA
Collaborate Sessions: TBA

Beacom School of Business Mission:
Our primary mission is excellence in undergraduate and graduate education that develops successful future business leaders. We deliver high value to our students, employers, and community through distinctive teaching and learning supported by significant intellectual and professional contributions and meaningful service.

Master of Business Administration (MBA) Program Assurance of Learning Goals:
Upon successful completion of the MBA program, students will be able to:

- Demonstrate knowledge of the basic business disciplines;
- Employ analytical and critical thinking skills to make business decisions in a dynamic environment;
- Communicate effectively and professionally;
- Recognize the importance of ethics and social responsibility in business; and
- Demonstrate an understanding of the interdisciplinary and integrative nature of business in a global environment.

Health Services Administration Division Mission and Vision:
The mission of the Health Services Administration Program is: Improving quality of life by advancing tomorrow’s health care leaders. The vision of the Health Services Administration Program is: Health Services Administration prepares and empowers individuals to be contributing professionals who improve today’s health care systems.

Course Information:

Course Description

Advanced Strategic Management of Health Care Organizations, HSAD 710, addresses the theories and practices required to develop business plans for hospitals, clinics, nursing facilities, and other providers. This course explores marketing implementation, including the identification of specific
health care products and service lines. Emphasis is placed on the financial performance of business strategies. Case studies are used as a research method, specifically a practical exercise in descriptive information gathering and analysis, as well as a demonstration of active decision making. This course is a study of advanced healthcare system strategic planning with the assumption that most students hope to be administrators or managers within some aspect of the healthcare system.

**Course Learning Objectives and Student Learning Outcomes**

Upon completion of this course, students will be able to:

- Recognize the organization as an adaptive unit, functioning within a larger environment and within inter-organizational networks

Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the incorporation of terminology, techniques, concepts and strategies in building responses to Discussion Boards that promote competency in innovative and systems thinking and strategic orientation.

- Identify organizational stakeholders and analyze their needs and expectations

Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the incorporation of terminology, techniques, concepts and strategies in building responses to Case Studies and Discussion Boards to promote competency in innovative and systems thinking and strategic orientation.

- Apply critical and strategic thinking capabilities to anticipate organizational needs and opportunities and develop plans to respond accordingly

Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the incorporation of terminology, techniques, concepts and strategies in building responses to Case Studies to promote competency in innovative and systems thinking and strategic orientation promote competency in innovative and systems thinking and strategic orientation.

- Apply service delivery strategies, financial analysis, support activities and operational plans to build a strategic plan

Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the development of a Strategic Plan for a Health Care Organization and promote competency in innovative and systems thinking and strategic orientation.

- Develop strategic alternatives and recommendations for health care organizations that integrate the findings from internal and external environmental analyses as well as the organization’s directional strategies
Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the incorporation of terminology, techniques, concepts and strategies in building responses to Case Studies to promote competency in innovative and systems thinking and strategic orientation.

- Effectively communicate ideas, information, analyses, and positions through written communications

Assessed by successful application of readings and supplemental materials in responses to Weekly Response Exercises (Quizzes), Case Studies, Discussion Boards, Examinations and Strategic Plan Project; specifically the development and written and oral video presentation of a Strategic Plan for a Health Care Organization to promote competency in innovative and systems thinking and strategic orientation.

**Required Materials:**

The required textbook for this course is listed below and should range in cost from $49.05 - $109.00:


Students should have access to the APA style guidelines found in the


A link is provided on the course D2L page for APA requirements. Any other assigned readings, cases, websites, videos, etc. will be available on the course D2L page.

**Grading Distribution:**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Frequency</th>
<th>Total Points</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Response Exercises</td>
<td>10 at 10 points each</td>
<td>100</td>
<td>10%</td>
</tr>
<tr>
<td>Group Discussion Boards</td>
<td>5 at 30 points each</td>
<td>150</td>
<td>15%</td>
</tr>
<tr>
<td>Case Studies</td>
<td>3 at 50 points each</td>
<td>150</td>
<td>15%</td>
</tr>
<tr>
<td>Strategic Plan Project</td>
<td>(Draft, 50pts) 150 points</td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td>Midterm Examination</td>
<td>1 at 200 points</td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>1 at 200 points</td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,000</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
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**Letter Grade Distribution**

- **A** 900 – 1000 points
- **B** 800 – 899 points
- **C** 700 – 799 points
- **D** 600 – 699 points
- **F** 0 – 599 points